

2016 Partner Management Report

Compiled from the 2016 Billing Rate & Associate Salary Survey *plus*

Initial Release

Issued: May 2016



Partner Management Report

AmLaw 100 - Domestic Offices (57 members)

Issued: May 2016

Group Report

Confidential

This report is intended solely for the information of Partners and authorized employees of the firm.

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* *New this release*

Guide to Interpreting the Statistics Presented in this Report

The statistics reported in the PricewaterhouseCoopers 2016 Partner Management Report include quartile and median group information based on the number of members in each comparison group. As such, the PwC Survey results are generated and presented in the Final Reports using Microsoft ® Excel worksheet functions.

Median Value

The middle value of a set of numbers arranged in descending order. The median, unlike the mean, is not affected by extreme data values. The median divides the data so that half of all the data items are greater than or equal to the median.

Remarks:

- If a range of numbers contains empty cells, those values are ignored; however, cells with the value zero are included.
- If there is an even number of values in the set, then the median returns the average of the two values in the middle.

Quartile Values

Any of three points that divide an ordered distribution into four parts each containing one-quarter of the values.

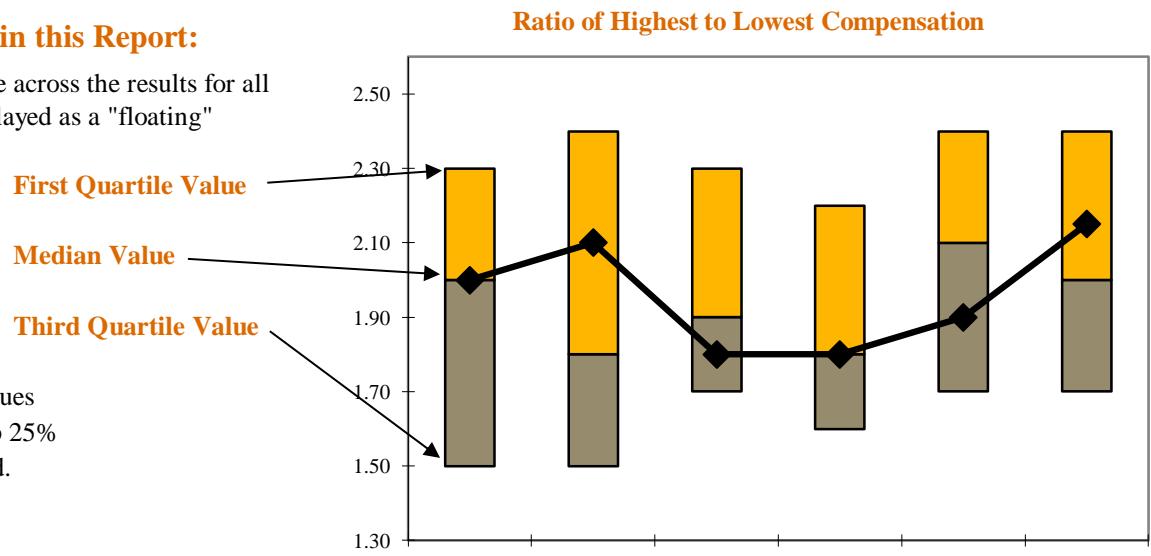
One-fourth of the data lies above the first quartile (hence three-quarters below it). Similarly, one-quarter of the data lies below the third quartile (hence three-quarters above it). The first and third quartiles are the medians of the lower half and upper half of the data.

Remarks:

- A quartile is a number or cutoff, and not a range of values. Your Firm may be above or below the first quartile, but not in the first quartile.
- The second quartile is by definition the median.

Guide to Interpreting the Stacked Bar Graphs Presented in this Report:

Your Firm's value for the current year is displayed as a dark solid line across the results for all comparison groups. Each group's results for the current year are displayed as a "floating" stacked bar, which represents:



Given the three group statistics presented, each bar represents the values for the middle 50% of the group. The regions which represent the top 25% and the bottom 25% are implied by position, but they are not depicted.

Example Interpretation of this Graph:

Your firm's value is at the Median Level for years 2010 and 2013, above the Median Level and below the First Quartile Level for years 2012 and 2014 (i.e., in the Second Quartile), and below the Median Level and above the Third Quartile for year 2011 and 2015 (i.e., in the Third Quartile).

2016 BRASS+ INITIAL RELEASE - PARTNER MANAGEMENT REPORT

Comparison Group Information

AmLaw 100 - Domestic Offices

Number of Members in the Group

Your Office or Practice Area Displayed in this Report is a Member of the Group

Number of Members in the Group that submitted Partner Compensation Data

Your Firm submitted Partner Compensation Data

Defined Size Range¹ of Group Members (# of Attorneys)

Maximum

Minimum

Your Firm, Office or Practice Area Size (# of Attorneys)

Average Size of Group Members¹ (# of Attorneys in the Firm, Office or Practice Area)

Reporting Entities Included in the Group (Geographic Comparison Groups Only)

Number of Total Firms

Number of Principal Offices (including Single Office Firms)

Number of Non-Principal Offices

Group Information	
	57
	22
	No
	No Maximum
	No Minimum
	792
	57
	0
	0

Partner Compensation Adjustment Practices

Your Firm	Number of Firms Reporting
	0
	1
	0
	34
	1

Partner Compensation

(most recent fiscal year-end)

January 2, 2015 - March 31, 2015

April 1, 2015 - June 30, 2015

July 1, 2015 - September 30, 2015

October 1, 2015 - January 1, 2016

January 2, 2016 - March 1, 2016

¹ Firm, Office or Practice Area size as of 1/1/2016. For all comparison groups that have a defined size range and include data for total firms and individual offices of multi-office firms,

group membership is based on the size of the total firm and not the size of the individual office. This may result in the average size of group members to fall below the minimum size range for the group.

** omitted due to insufficient data

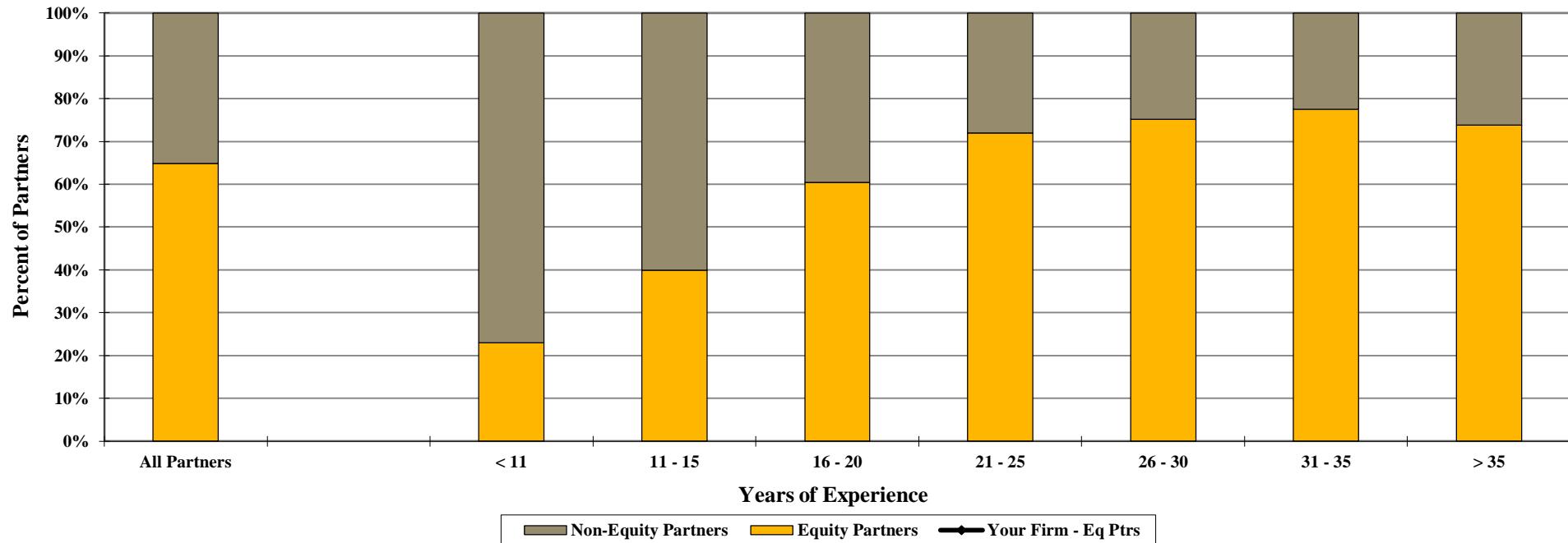
SUMMARY CHARTS

2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (57 members)

Distribution of Partners by Years of Experience¹ - All Partners

For the 12-month period ending December 31, 2015



By Years of Experience

< 11 Years
11 - 15 Years
16 - 20 Years
21 - 25 Years
25 - 30 Years
31 - 35 Years
> 35 Years
All Partners

	<i>Your Firm</i>	<i>Total Group</i>
	Equity Partners	Non-Equity Partners
< 11 Years		
11 - 15 Years		
16 - 20 Years		
21 - 25 Years		
25 - 30 Years		
31 - 35 Years		
> 35 Years		
All Partners		

	<i>Your Firm</i>	<i>Total Group</i>
	Equity Partners	Non-Equity Partners
< 11 Years		
11 - 15 Years		
16 - 20 Years		
21 - 25 Years		
25 - 30 Years		
31 - 35 Years		
> 35 Years		
All Partners		

¹ Years of experience includes the length of time practicing law since passing the bar exam; Values may not sum to 100% if the law class years were not provided for all Partners.

2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (57 members)

Distribution of Partners by Years of Experience¹

For the 12-month period ending December 31, 2015

Equity Partners



Non-Equity Partners

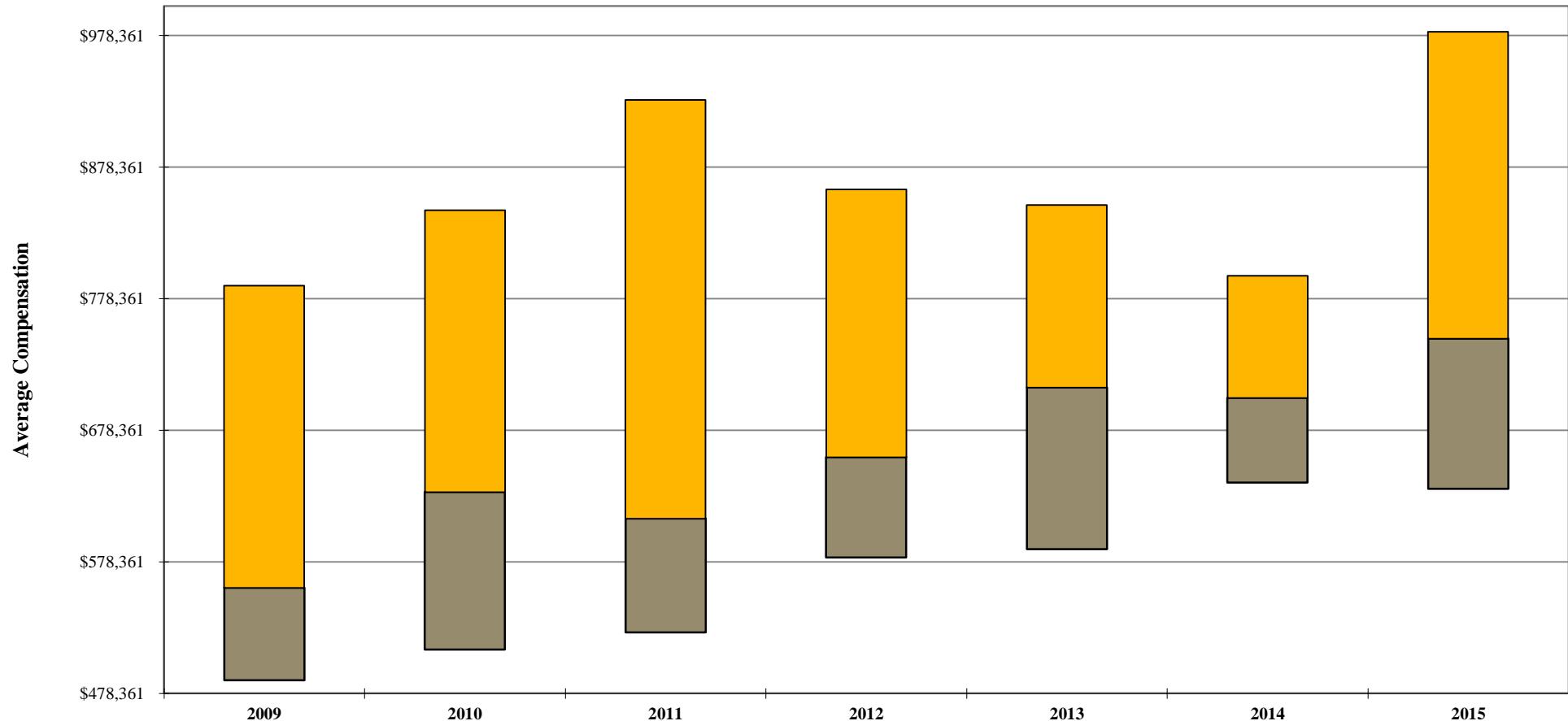


¹ Years of experience includes the length of time practicing law since passing the bar exam; Values may not sum to 100% if the law class years were not provided for all Partners.

2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 members[^])

Historical Compensation - All Partners
At the fiscal year-end of the stated year



Your Firm	2009	2010	2011	2012	2013	2014	2015
1st Qtile	\$788,169	\$845,367	\$929,194	\$861,386	\$849,509	\$795,620	\$981,153
Median	558,579	631,440	611,228	657,771	710,738	702,842	747,934
3rd Qtile	488,123	511,599	524,735	581,735	587,809	638,392	633,797

Additional detail can be found on Page 34.

[^] Membership on this page includes only those participants that submitted partner compensation.

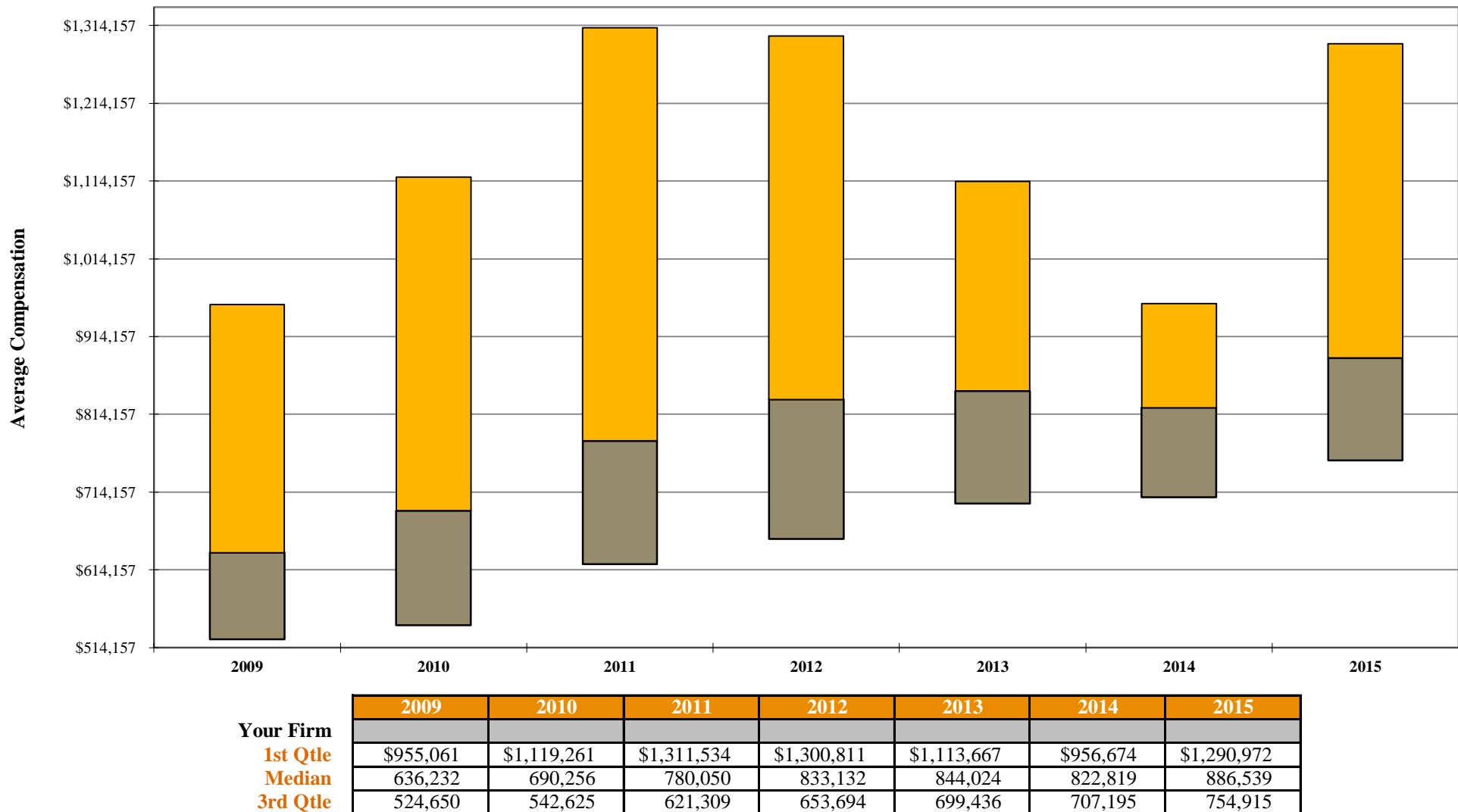
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

** omitted due to insufficient data

2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 members[^])

Historical Compensation - Equity Partners
At the fiscal year-end of the stated year



Additional detail can be found on Page 34.

[^] Membership on this page includes only those participants that submitted partner compensation.

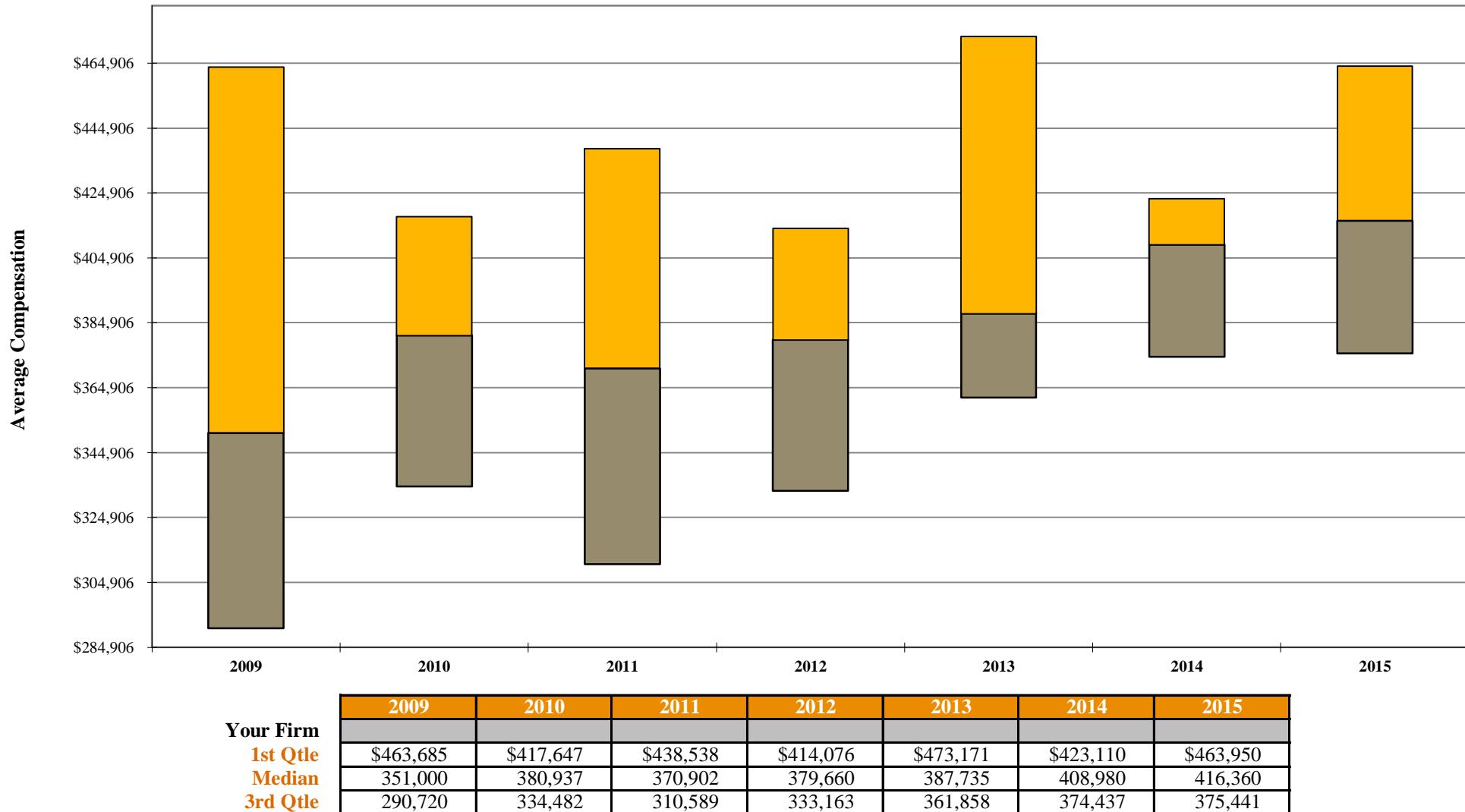
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

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2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 members[^])

Historical Compensation - Non-Equity Partners
At the fiscal year-end of the stated year



Additional detail can be found on Page 34.

[^] Membership on this page includes only those participants that submitted partner compensation.

Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

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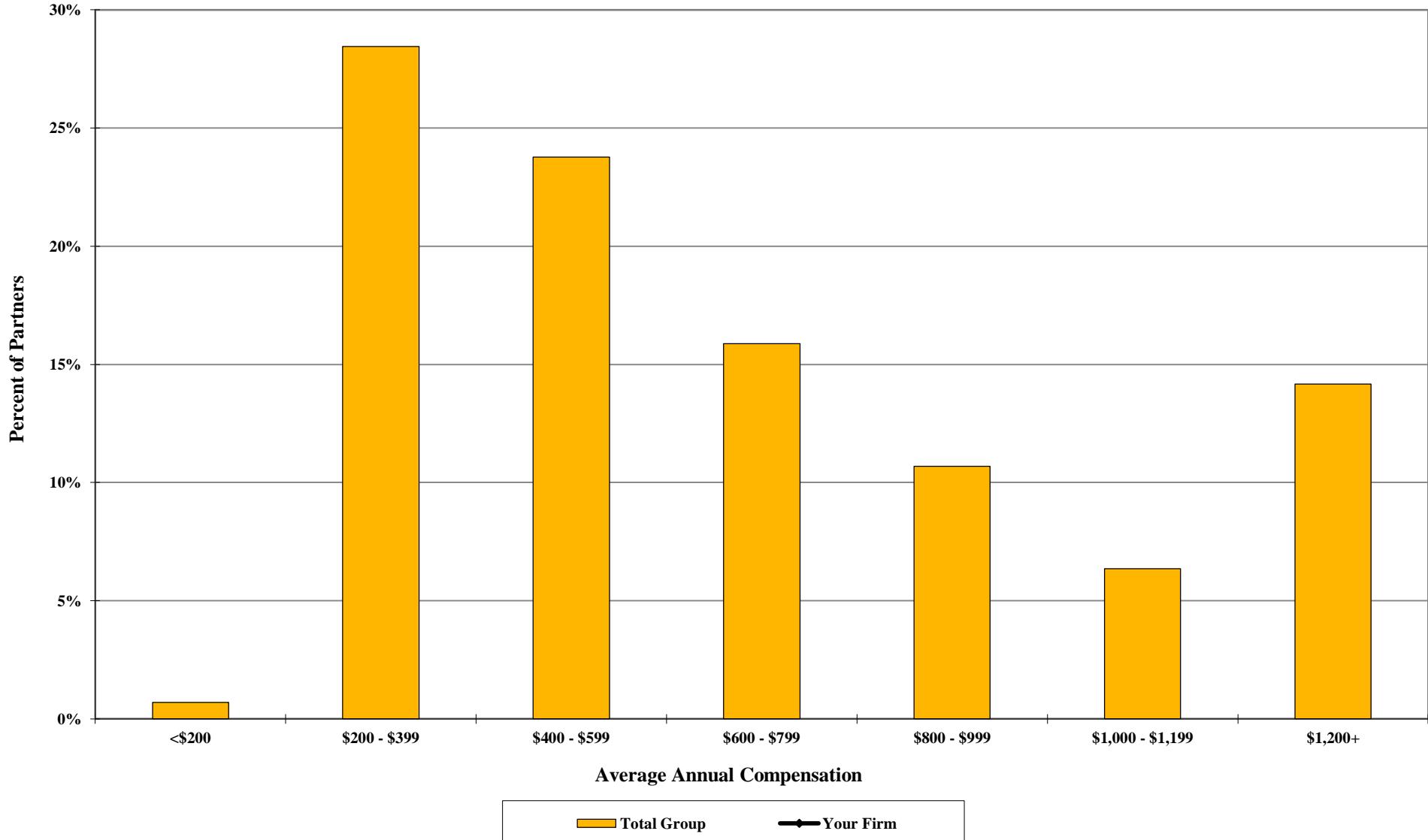
2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 members[^])

Distribution of Partners by Compensation Intervals - All Partners

As of the most recent fiscal year-end; Values reported only for full-time partners that were at your firm for the entire one-year period; in 000's

All Partners



Additional detail can be found on Page 36.

[^] Membership on this page includes only those participants that submitted partner compensation.

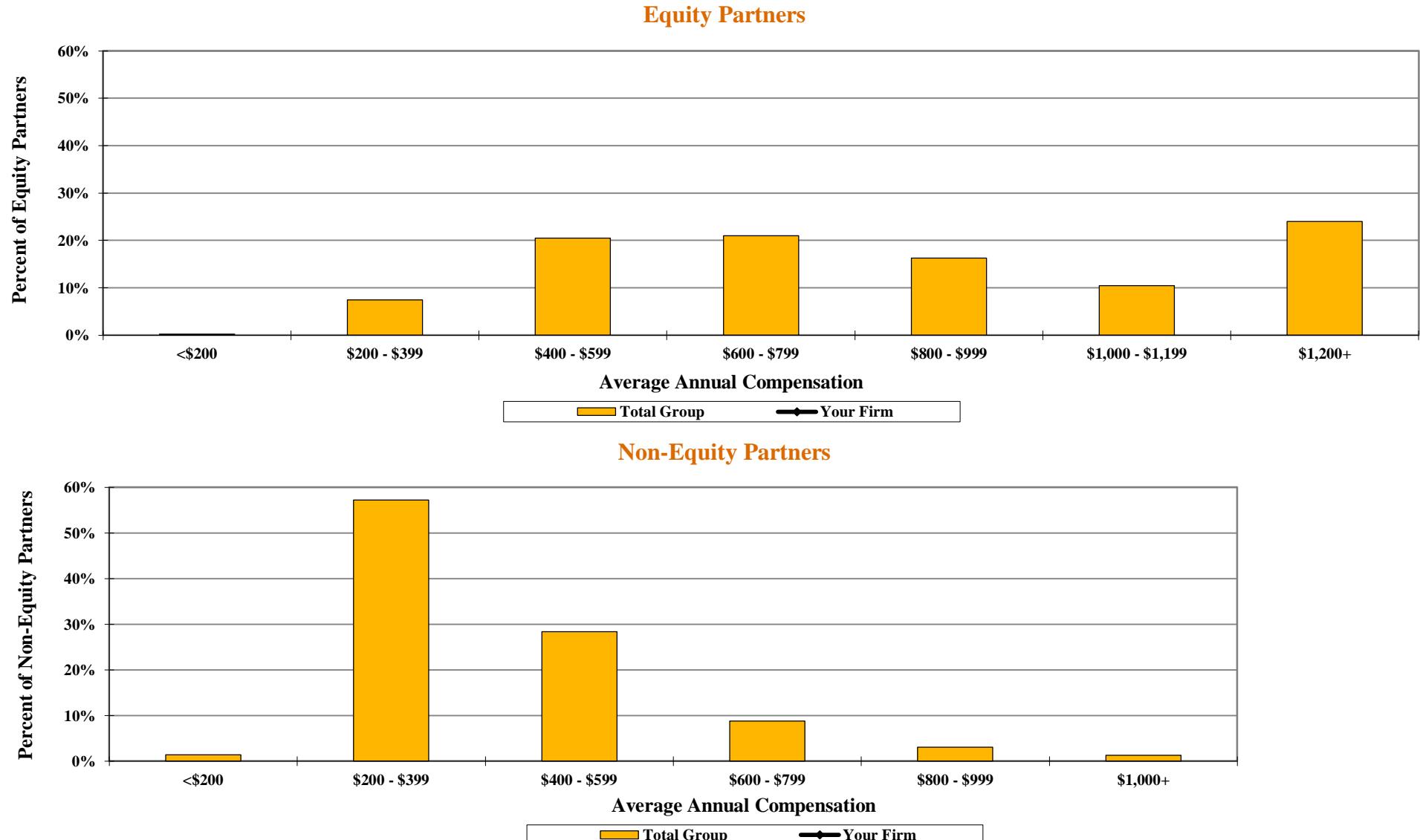
PricewaterhouseCoopers LLP

2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 members[^])

Distribution of Partners by Compensation Intervals

As of the most recent fiscal year-end; Values reported only for full-time partners that were at your firm for the entire one-year period; in 000's



Additional detail can be found on Page 35.

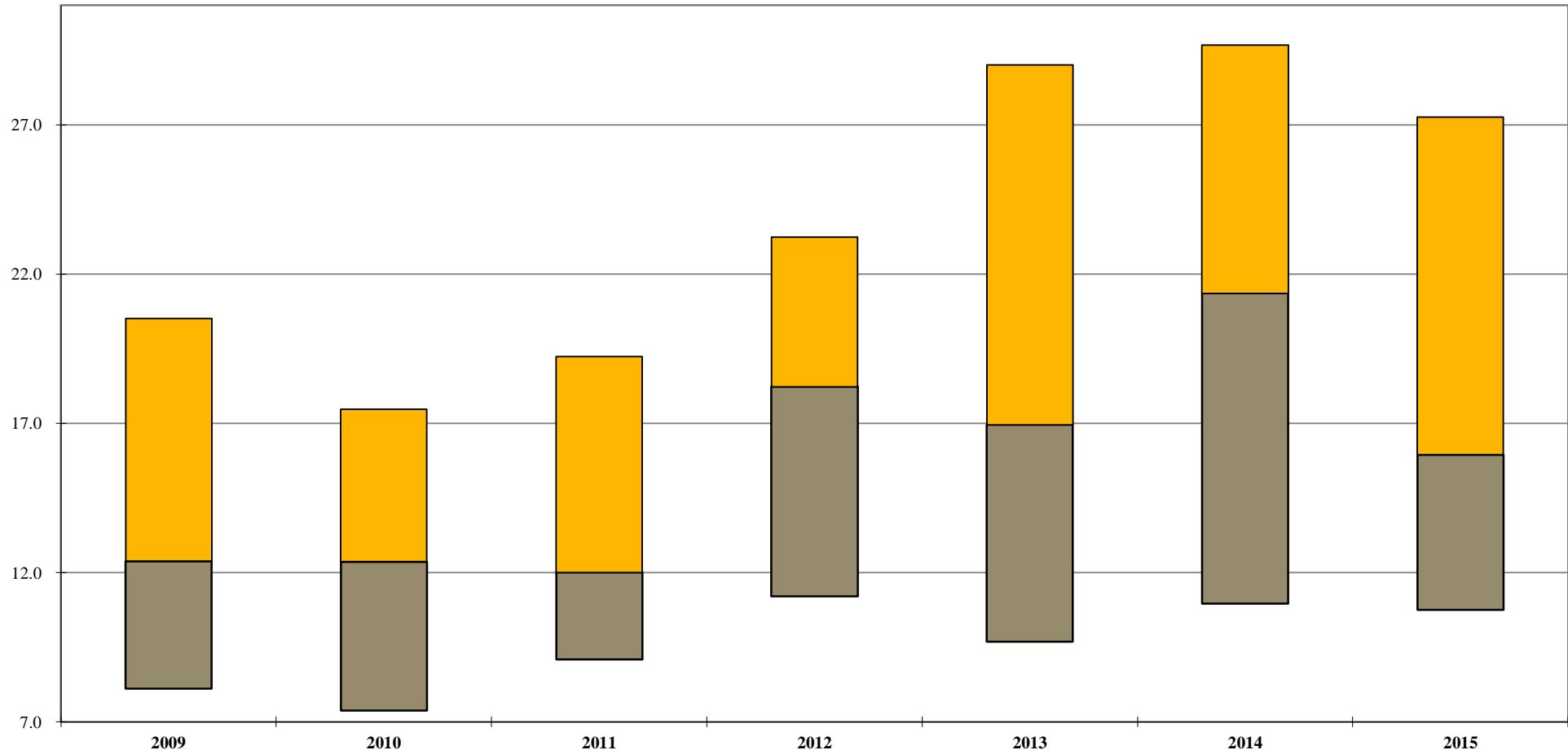
[^] Membership on this page includes only those participants that submitted partner compensation.

PricewaterhouseCoopers LLP

2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 members[^])

Ratio of Highest to Lowest Compensation - All Partners
At the fiscal year-end of the stated year



Additional detail can be found on Page 37.

[^] Membership on this page includes only those participants that submitted partner compensation.

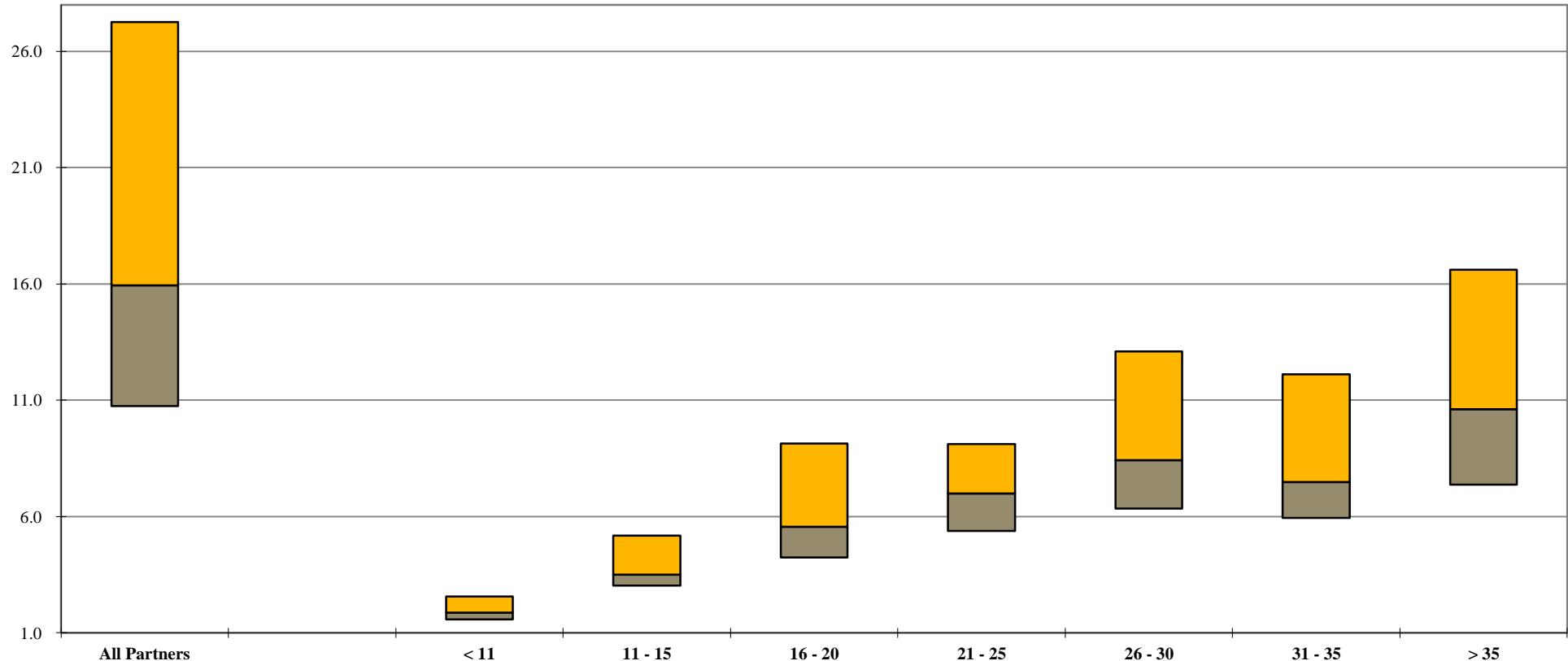
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

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2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 members[^])

Ratio of Highest to Lowest Compensation by Experience - All Partners
As of the most recent fiscal year-end



Your Firm
1st Qtile
Median
3rd Qtile

		Years of Experience						
		< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	> 35
All Partners								
1st Qtile	27.3	2.6	5.2	9.1	9.1	13.1	12.1	16.6
Median	15.9	1.9	3.5	5.6	7.0	8.4	7.5	10.6
3rd Qtile	10.8	1.6	3.0	4.2	5.4	6.3	5.9	7.4

Additional detail can be found on Page 37.

[^] Membership on this page includes only those participants that submitted partner compensation.

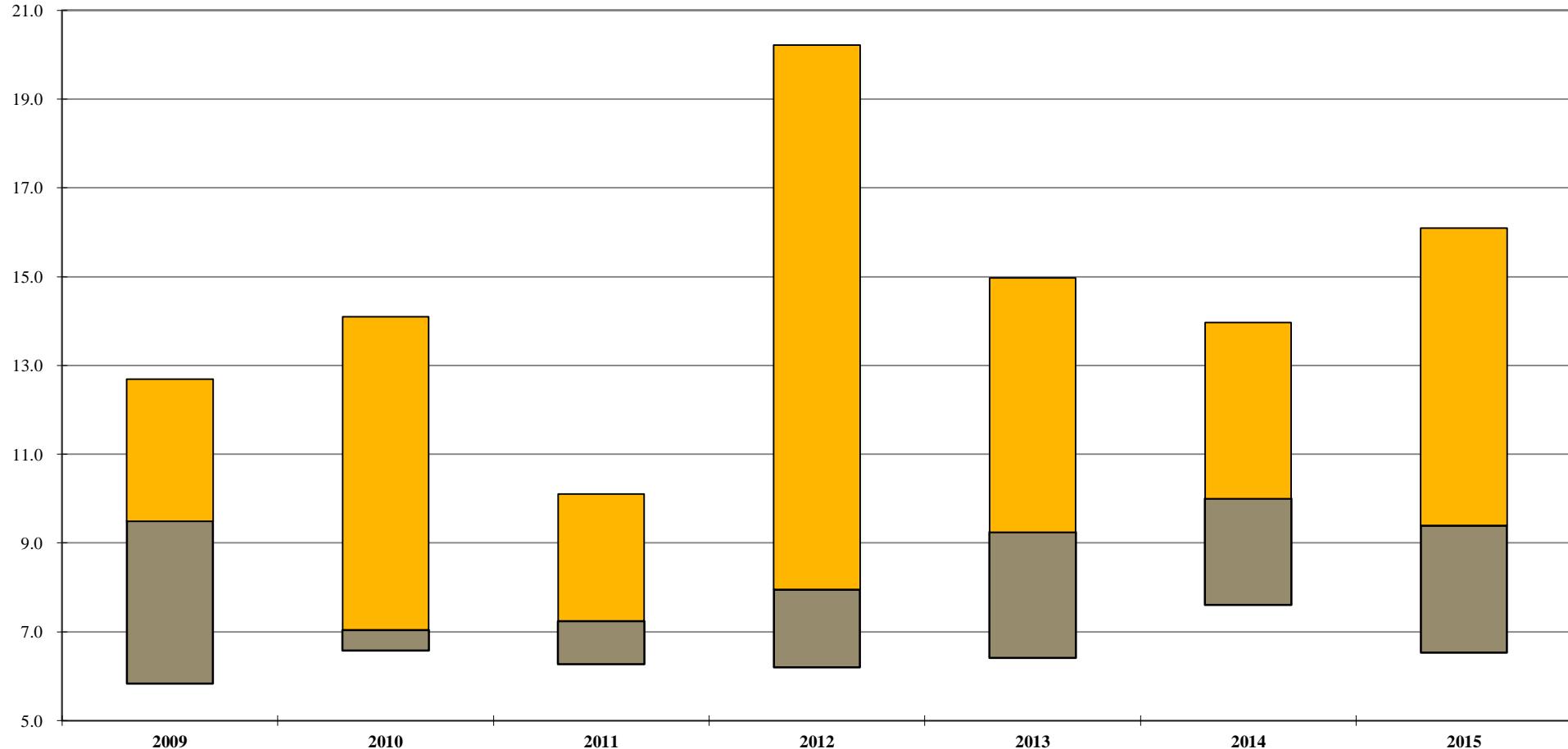
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

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2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 members[^])

Ratio of Highest to Lowest Compensation - Equity Partners
At the fiscal year-end of the stated year



Your Firm
1st Qtile
Median
3rd Qtile

	2009	2010	2011	2012	2013	2014	2015
1st Qtile	12.7	14.1	10.1	20.2	15.0	14.0	16.1
Median	9.5	7.0	7.2	8.0	9.2	10.0	9.4
3rd Qtile	5.8	6.6	6.3	6.2	6.4	7.6	6.5

Additional detail can be found on Page 37.

[^] Membership on this page includes only those participants that submitted partner compensation.

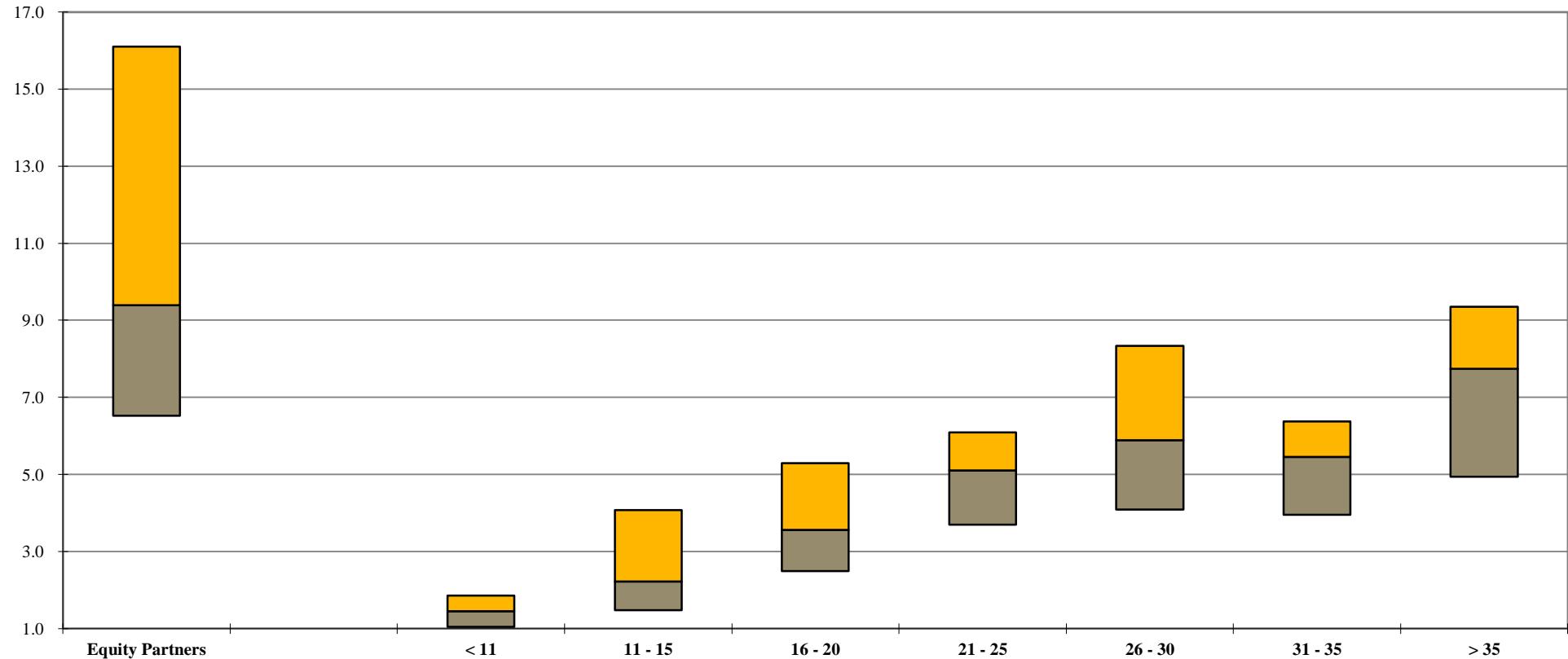
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

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2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 members[^])

Ratio of Highest to Lowest Compensation by Years of Experience - Equity Partners
As of the most recent fiscal year-end



Your Firm	Years of Experience							
	Equity Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	> 35
1st Qtle	16.1	1.9	4.1	5.3	6.1	8.3	6.4	9.4
Median	9.4	1.5	2.2	3.6	5.1	5.9	5.5	7.7
3rd Qtle	6.5	1.0	1.5	2.5	3.7	4.1	4.0	4.9

Additional detail can be found on Page 37.

[^] Membership on this page includes only those participants that submitted partner compensation.

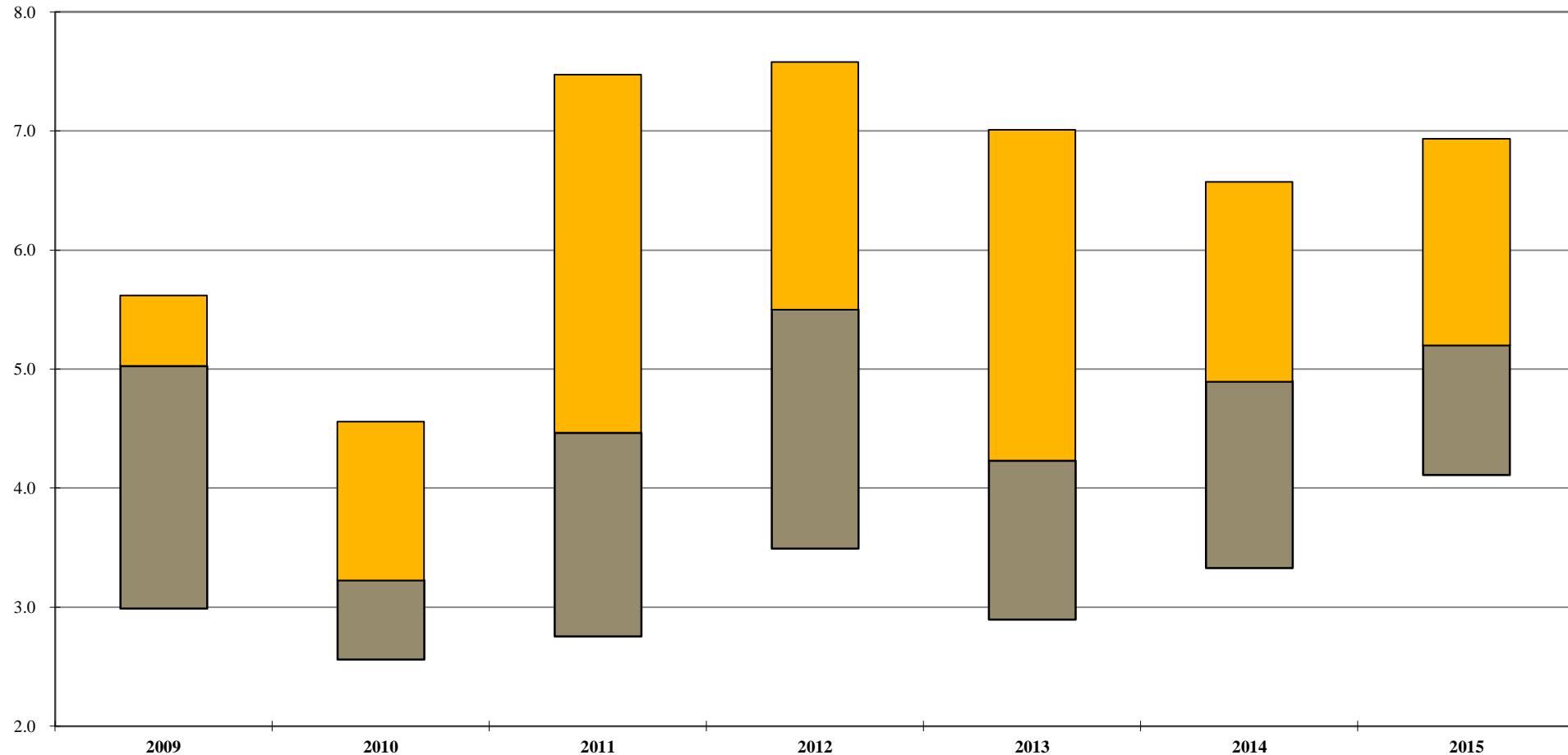
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

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2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 members[^])

Ratio of Highest to Lowest Compensation - Non-Equity Partners
At the fiscal year-end of the stated year



Your Firm
1st Qtile
Median
3rd Qtile

	2009	2010	2011	2012	2013	2014	2015
1st Qtile	5.6	4.6	7.5	7.6	7.0	6.6	6.9
Median	5.0	3.2	4.5	5.5	4.2	4.9	5.2
3rd Qtile	3.0	2.6	2.8	3.5	2.9	3.3	4.1

Additional detail can be found on Page 37.

[^] Membership on this page includes only those participants that submitted partner compensation.

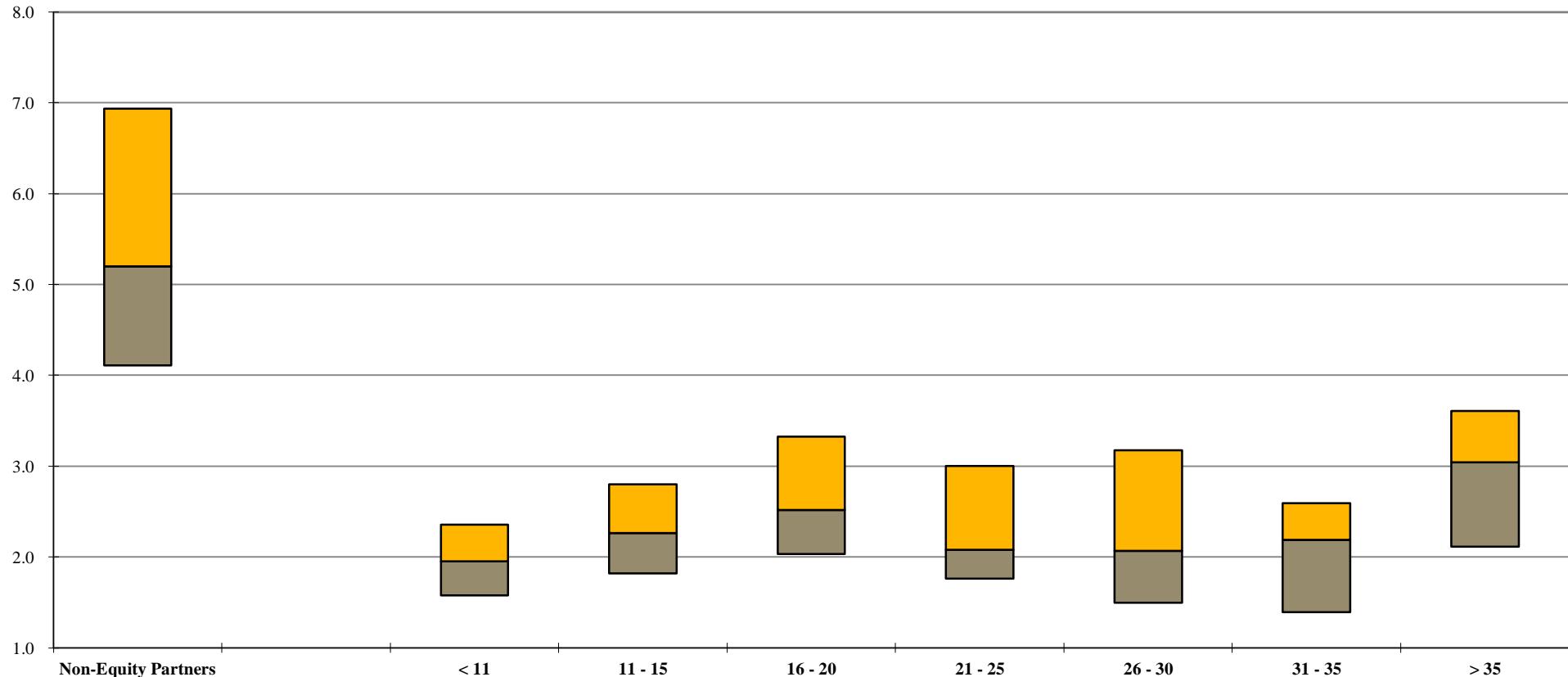
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

** omitted due to insufficient data

2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 members[^])

Ratio of Highest to Lowest Compensation by Years of Experience - Non-Equity Partners
As of the most recent fiscal year-end



Your Firm	Non-Equity Partners	Years of Experience						
		< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	> 35
1st Qtile	6.9	2.4	2.8	3.3	3.0	3.2	2.6	3.6
Median	5.2	2.0	2.3	2.5	2.1	2.1	2.2	3.0
3rd Qtile	4.1	1.6	1.8	2.0	1.8	1.5	1.4	2.1

Additional detail can be found on Page 37.

[^] Membership on this page includes only those participants that submitted partner compensation.

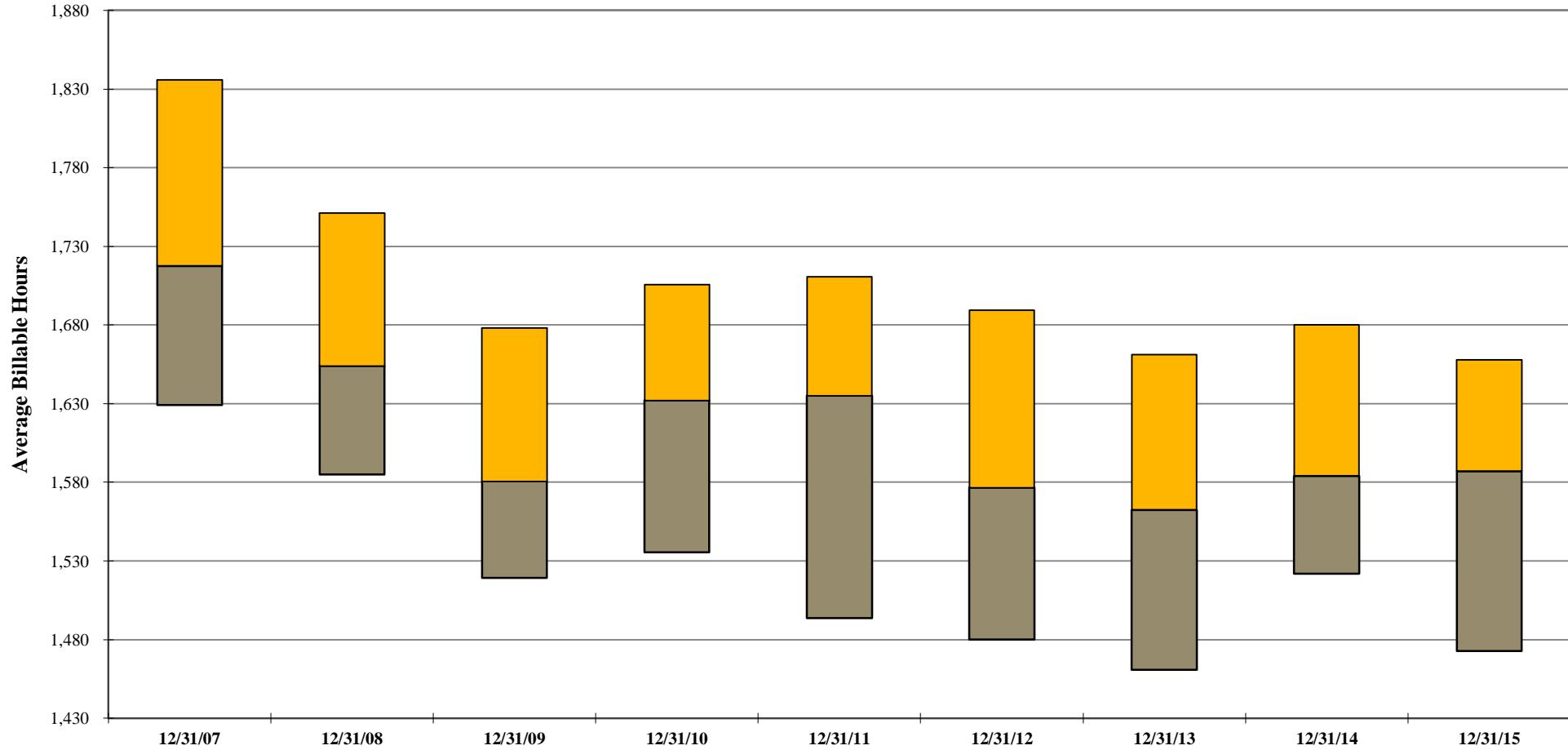
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

** omitted due to insufficient data

2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (57 members)

Average Billable Hours - All Partners
for the 12-month period ending



Your Firm	12/31/07	12/31/08	12/31/09	12/31/10	12/31/11	12/31/12	12/31/13	12/31/14	12/31/15	Change: '07-'15
	1st Qtrle	Median								
	1,836	1,751	1,678	1,706	1,711	1,689	1,661	1,680	1,658	(178)
	1,718	1,654	1,581	1,632	1,635	1,577	1,563	1,584	1,587	(131)
	1,629	1,585	1,519	1,536	1,494	1,480	1,461	1,522	1,473	(156)

Additional detail can be found on Page 38.

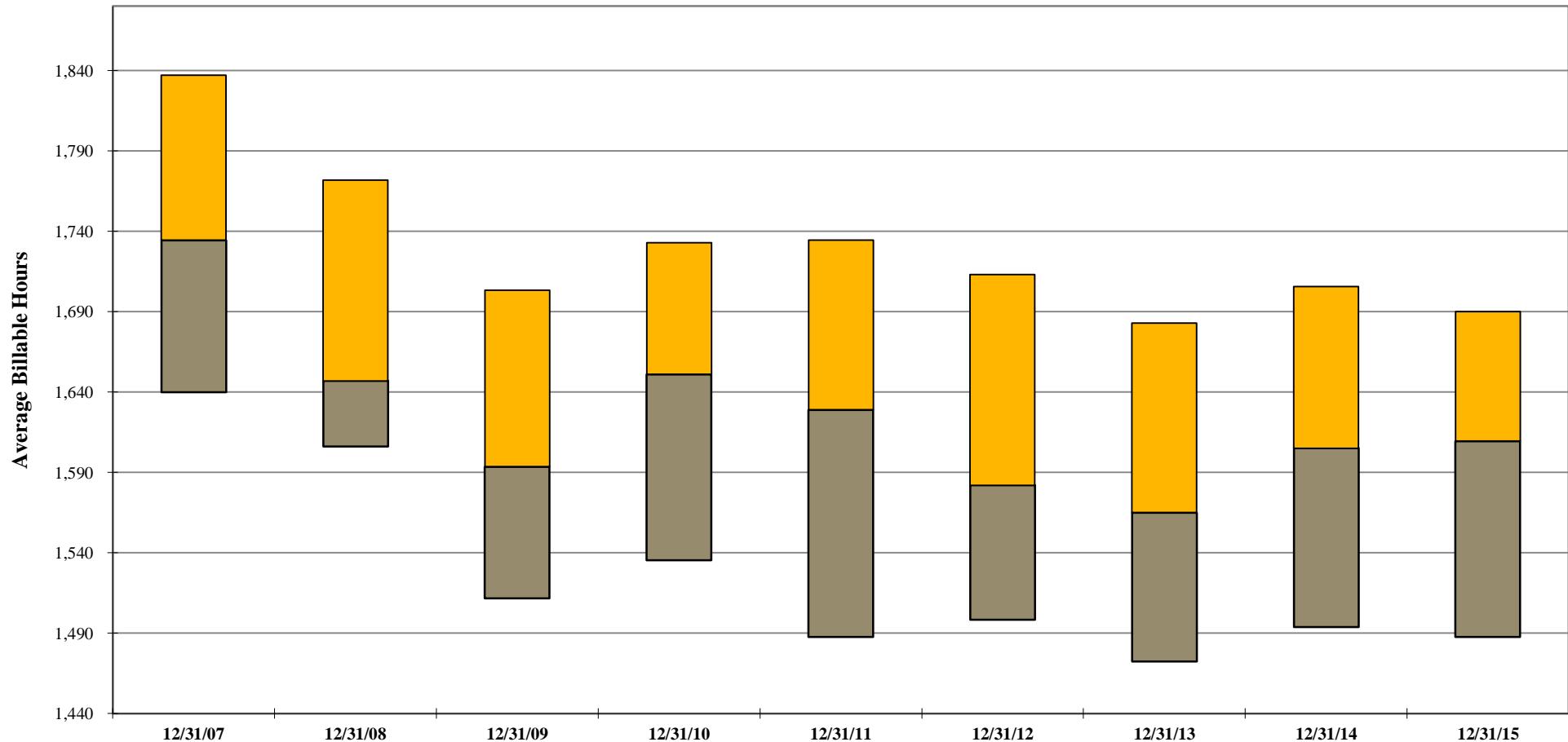
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

** omitted due to insufficient data

2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (57 members)

Average Billable Hours - Equity Partners
for the 12-month period ending



Your Firm
1st Qtile
Median
3rd Qtile

	12/31/07	12/31/08	12/31/09	12/31/10	12/31/11	12/31/12	12/31/13	12/31/14	12/31/15	Change: '07-'15
	1,837	1,772	1,703	1,733	1,735	1,713	1,683	1,706	1,690	(147)
	1,735	1,647	1,594	1,651	1,629	1,582	1,565	1,605	1,610	(125)
	1,640	1,606	1,512	1,536	1,488	1,498	1,473	1,494	1,488	(152)

Additional detail can be found on Page 38.

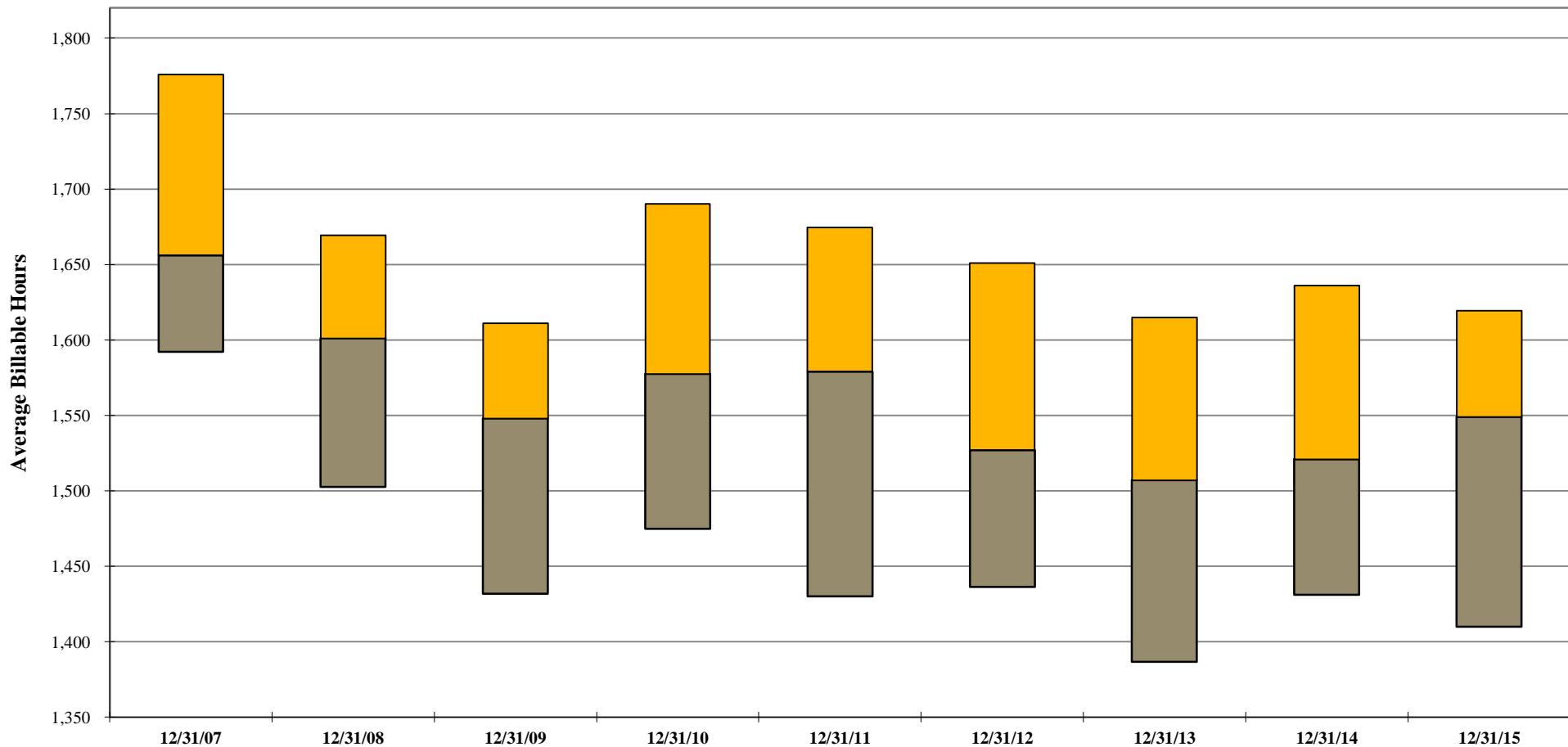
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

** omitted due to insufficient data

2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (57 members)

Average Billable Hours - Non-Equity Partners
for the 12-month period ending



Your Firm
1st Qtile
Median
3rd Qtile

Additional detail can be found on Page 38.

Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

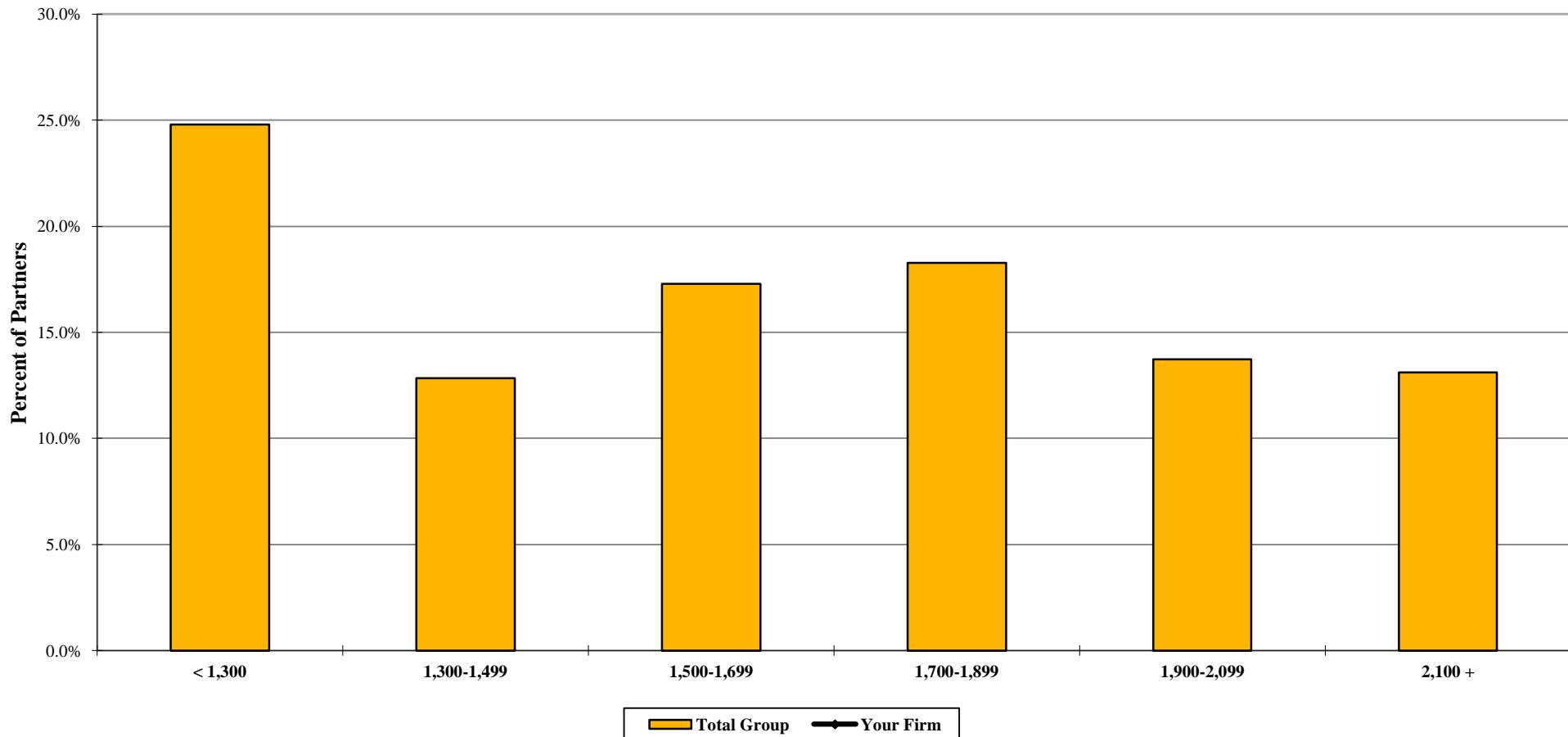
** omitted due to insufficient data

2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (57 members)

Distribution of All Partners by Utilization Levels¹ - All Partners

For the 12-month period ending December 31, 2015



Your Firm
Total Group

	< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
	24.8%	12.8%	17.3%	18.3%	13.7%	13.1%

¹ Includes the percentage of corresponding full-time, full-year individuals at each level.

Additional detail can be found on Page 40.

Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

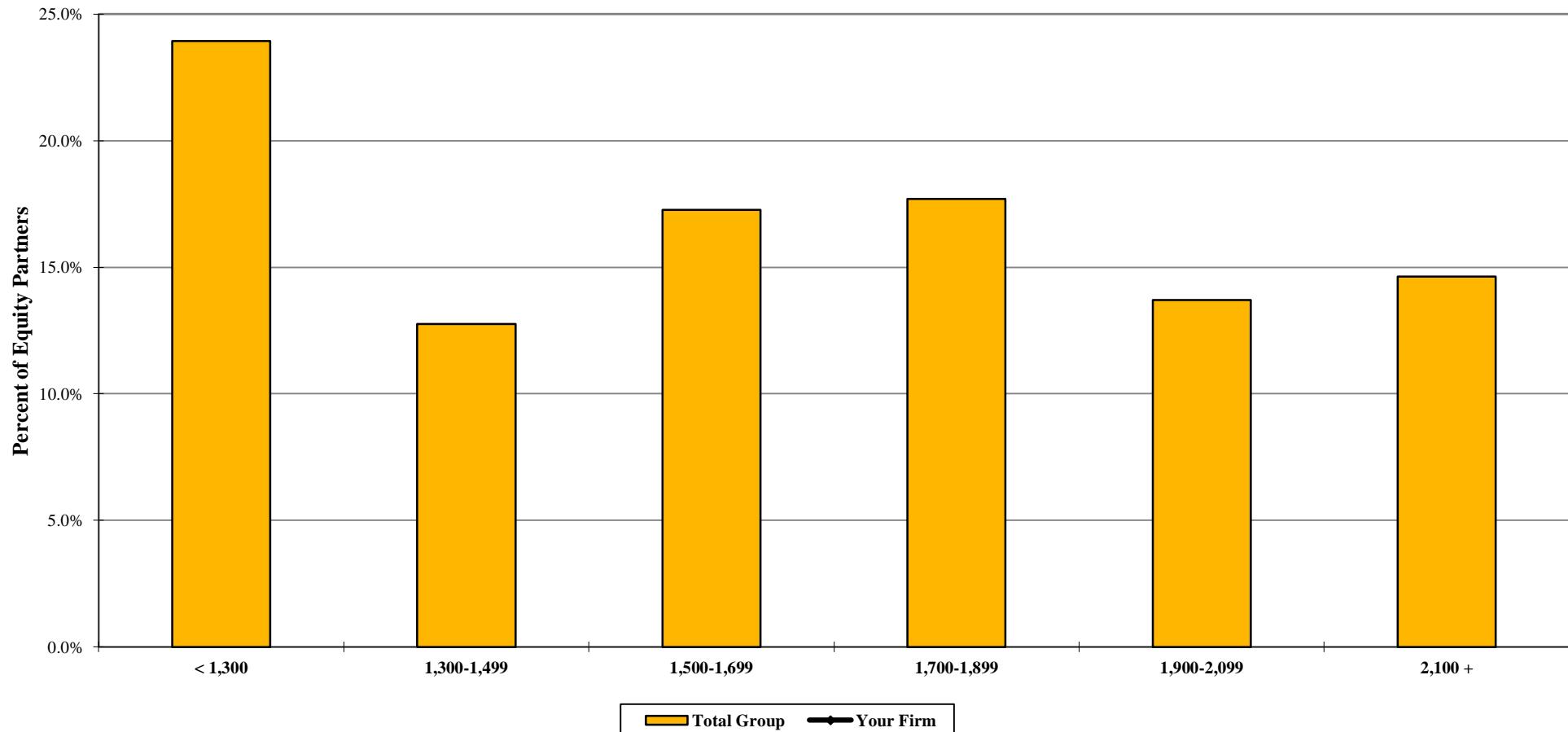
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2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (57 members)

Distribution of All Partners by Utilization Levels¹ - Equity Partners

For the 12-month period ending December 31, 2015



Your Firm
Total Group

	< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
	23.9%	12.8%	17.3%	17.7%	13.7%	14.6%

¹ Includes the percentage of corresponding full-time, full-year individuals at each level.

Additional detail can be found on Page 39.

Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

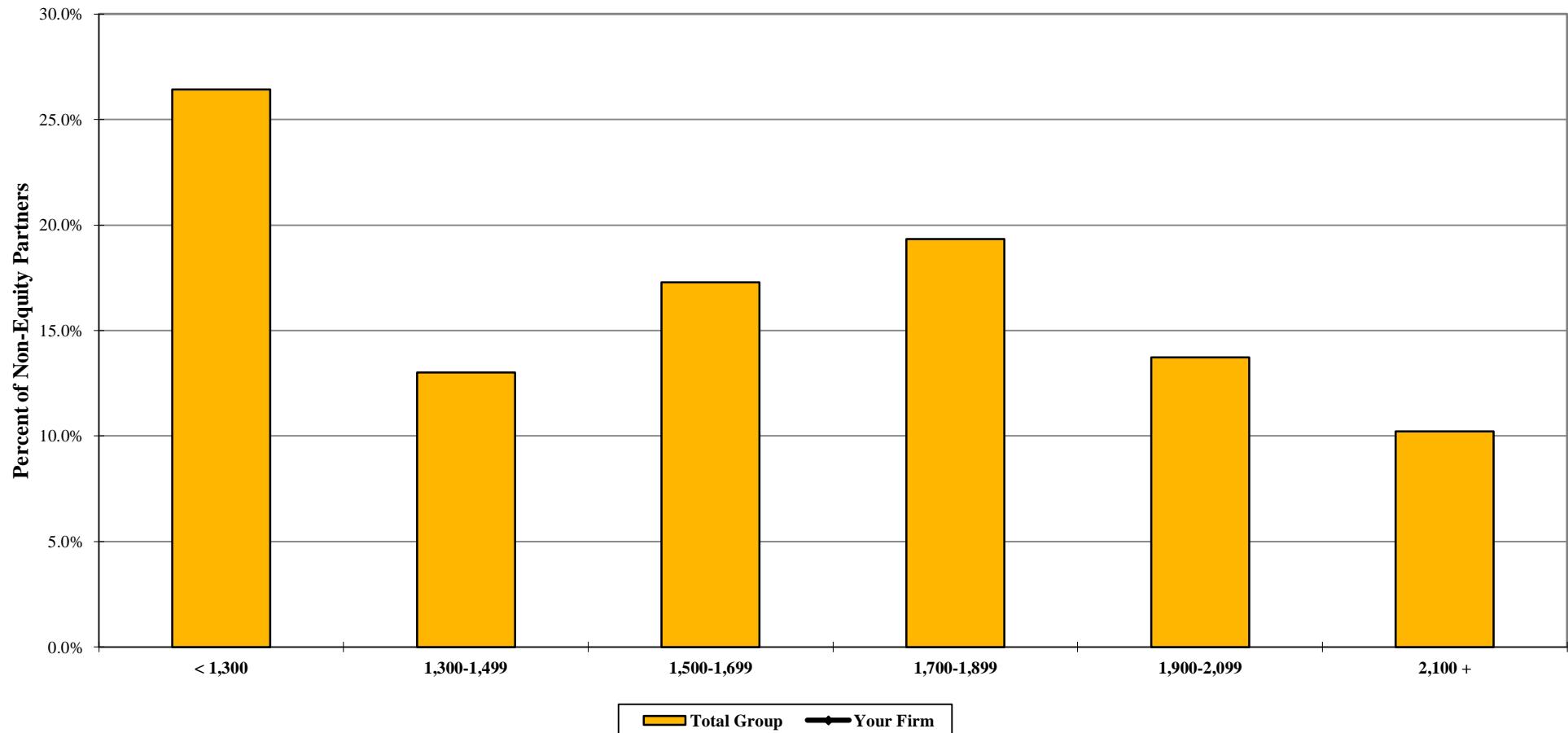
** omitted due to insufficient data

2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (57 members)

Distribution of All Partners by Utilization Levels¹ - Non-Equity Partners

For the 12-month period ending December 31, 2015



Your Firm
Total Group

	< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
	26.4%	13.0%	17.3%	19.3%	13.7%	10.2%

¹ Includes the percentage of corresponding full-time, full-year individuals at each level.

Additional detail can be found on Page 39.

Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

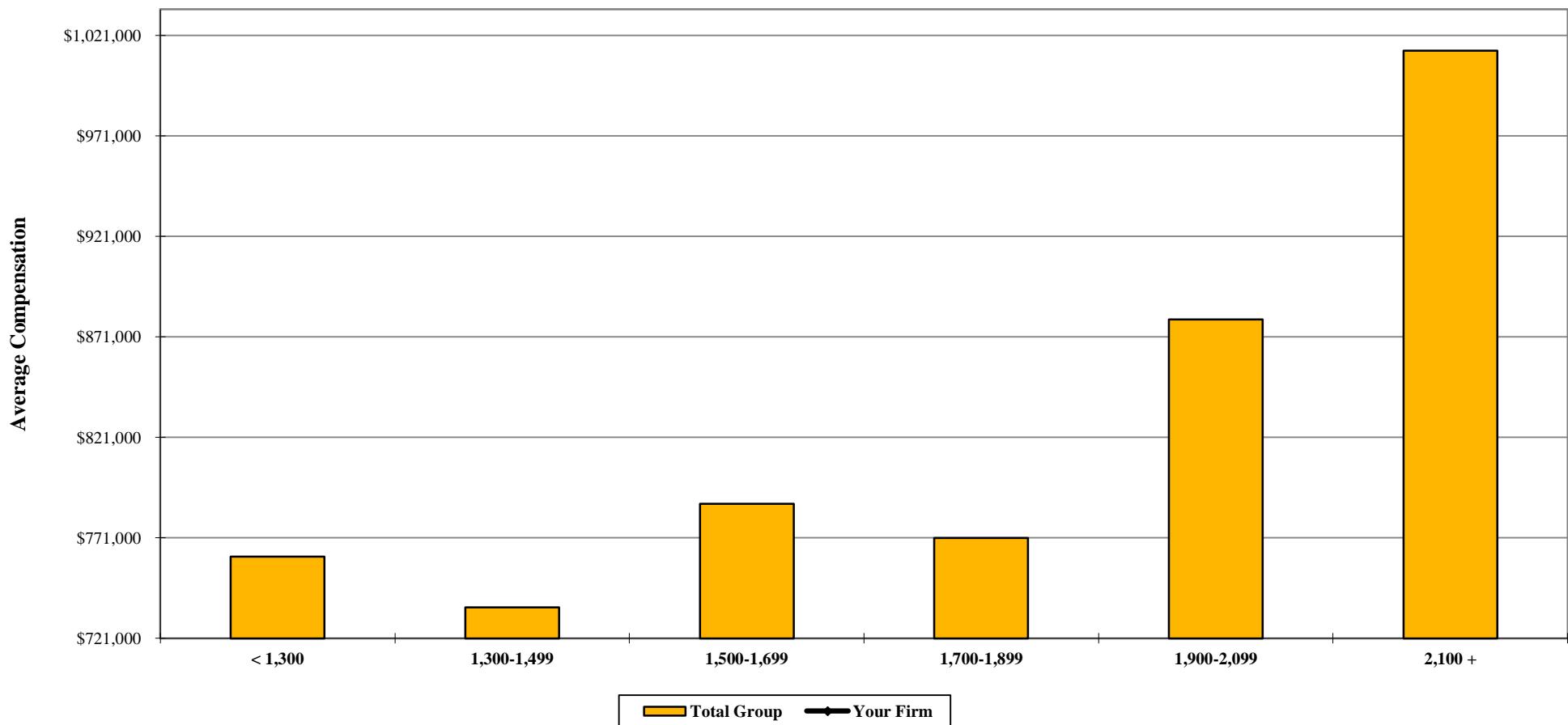
** omitted due to insufficient data

2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 members[^])

Average Compensation by Utilization Levels - All Partners

As of the most recent fiscal year-end; Values reported only for full-time partners that were at your firm for the entire one-year period



Your Firm
Total Group

	< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
	\$761,576	\$736,267	\$787,990	\$770,786	\$879,558	\$1,013,373

Additional detail can be found on Page 42.

[^] Membership on this page includes only those participants that submitted partner compensation.

Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

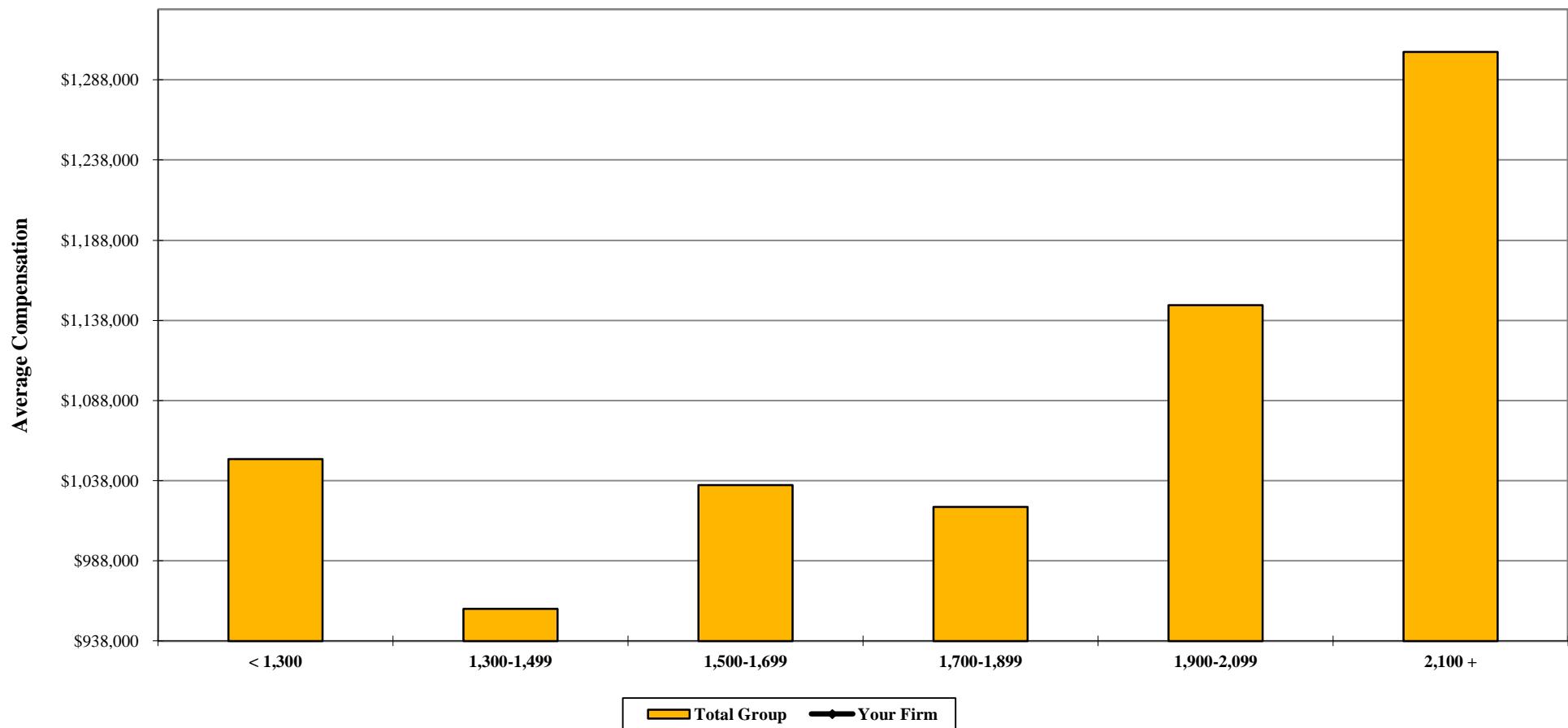
** omitted due to insufficient data

2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 members[^])

Average Compensation by Utilization Levels - Equity Partners

As of the most recent fiscal year-end; Values reported only for full-time partners that were at your firm for the entire one-year period



Your Firm
Total Group

	< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
	\$1,051,495	\$958,127	\$1,035,361	\$1,021,518	\$1,147,620	\$1,305,372

Additional detail can be found on Page 41.

[^] Membership on this page includes only those participants that submitted partner compensation.

Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

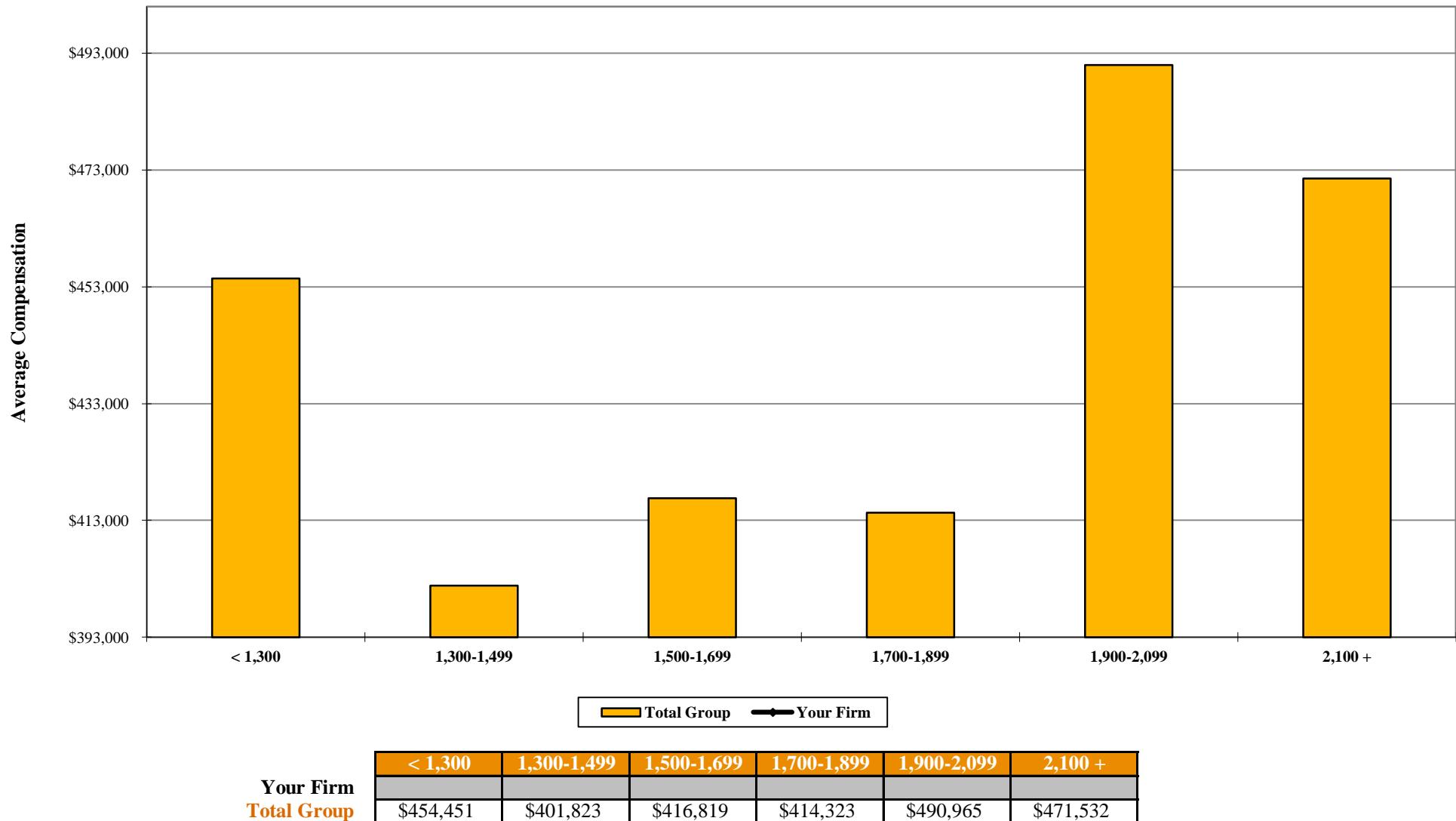
** omitted due to insufficient data

2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 members[^])

Average Compensation by Utilization Levels - Non-Equity Partners

As of the most recent fiscal year-end; Values reported only for full-time partners that were at your firm for the entire one-year period



Additional detail can be found on Page 41.

[^] Membership on this page includes only those participants that submitted partner compensation.

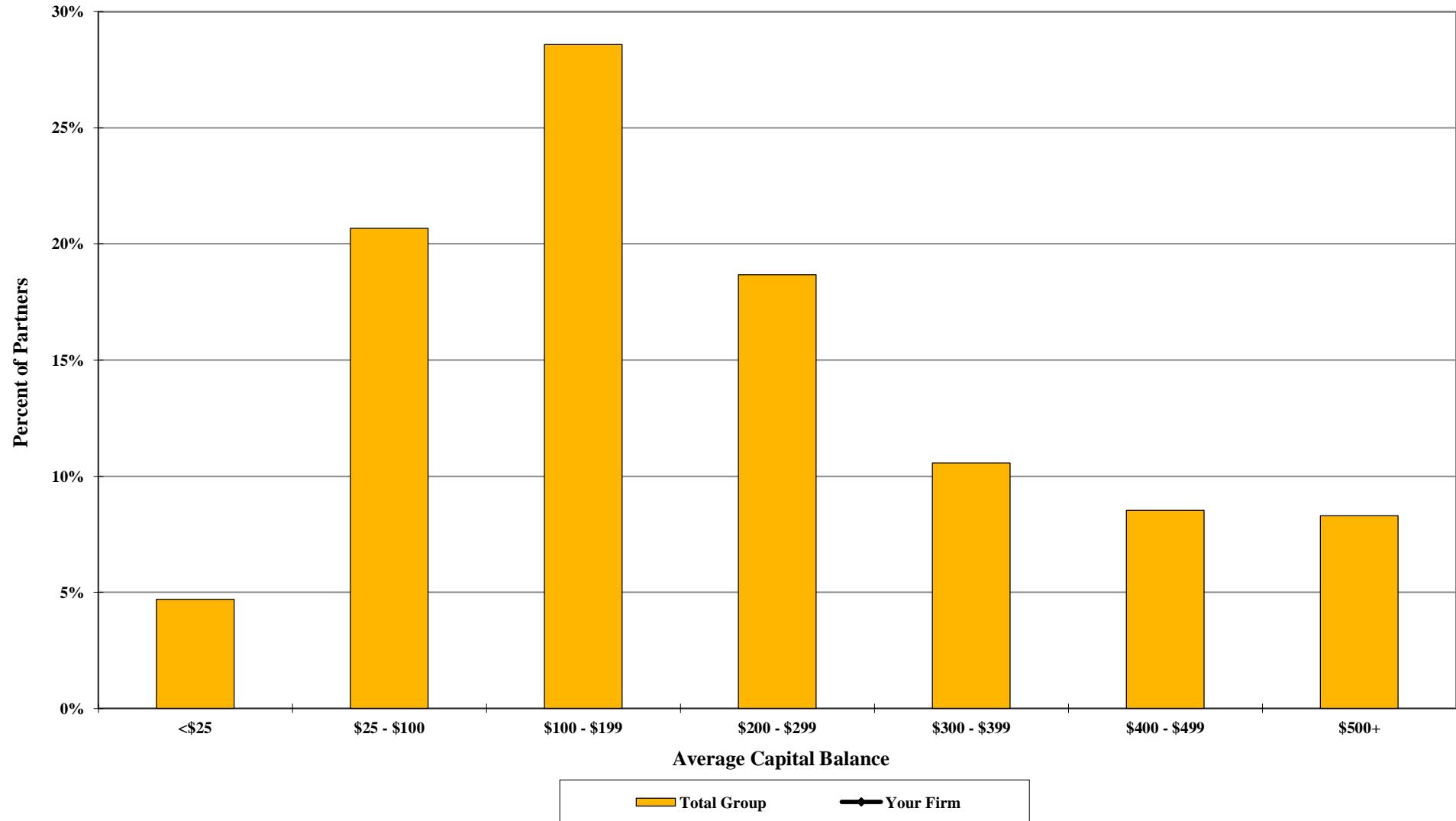
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

** omitted due to insufficient data

2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 members[^])

Distribution of Partners by Capital Balance Intervals - All Partners
As of the most recent fiscal year-end; in 000's



Additional detail can be found on Page 45.

[^] Membership on this page includes only those participants that submitted partner compensation.

PricewaterhouseCoopers LLP

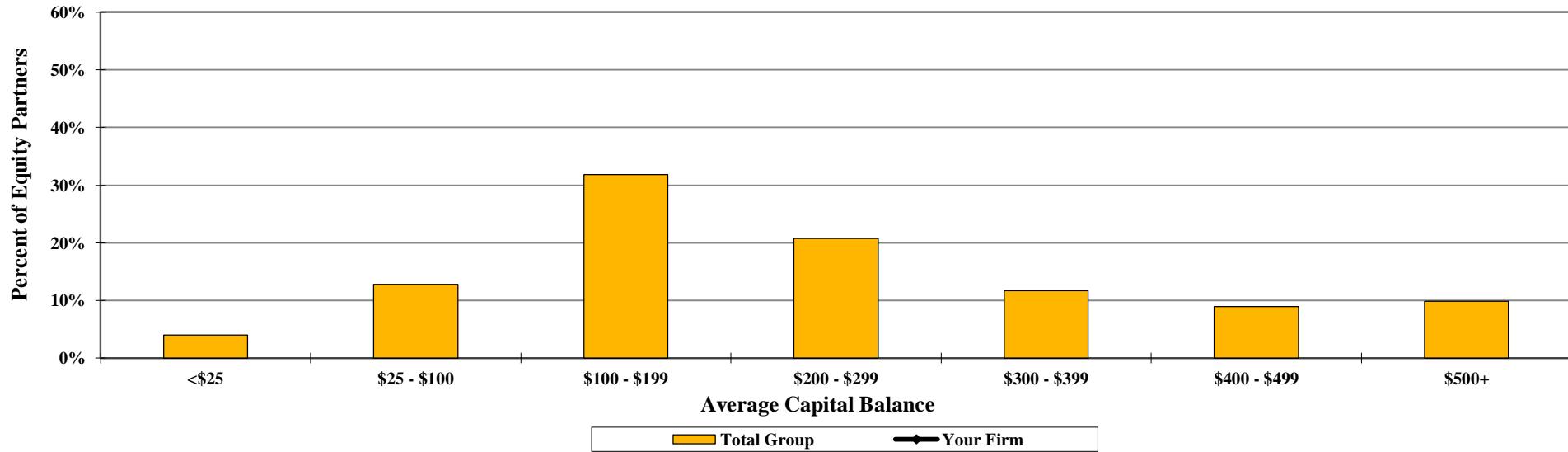
2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 members[^])

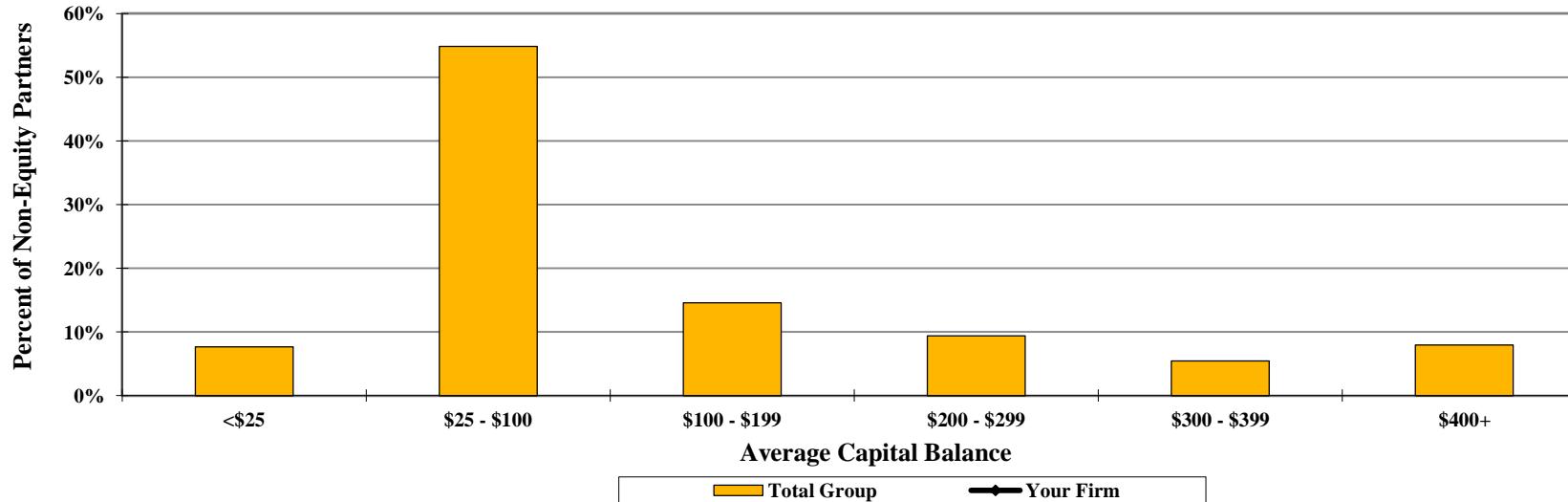
Distribution of Partners by Capital Balance Intervals

As of the most recent fiscal year-end; in 000's

Equity Partners



Non-Equity Partners



Additional detail can be found on Page 44.

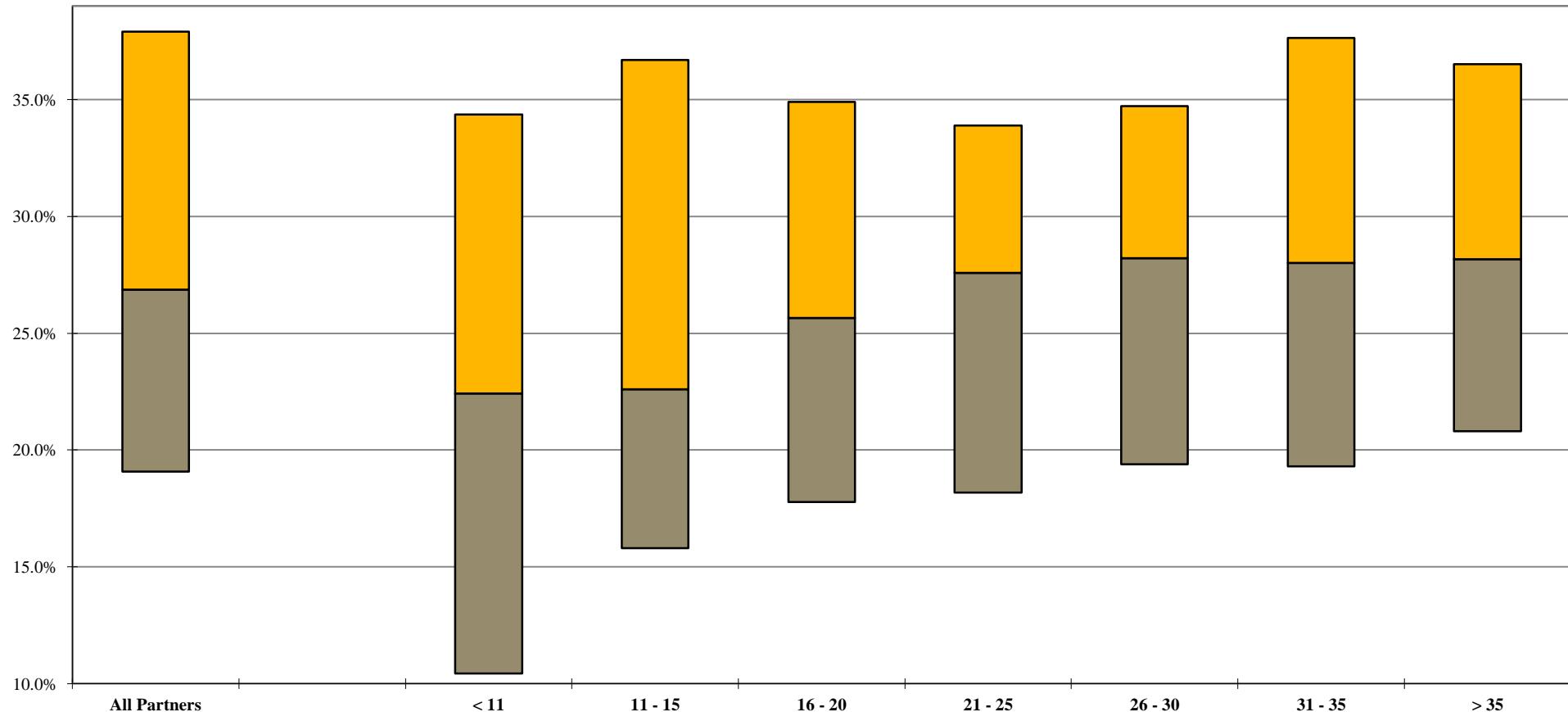
[^] Membership on this page includes only those participants that submitted partner compensation.

PricewaterhouseCoopers LLP

2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 members[^])

Percentage of Capital Balance to Compensation - All Partners
As of the most recent fiscal year-end



Your Firm	Years of Experience							
	All Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	> 35
1st Qtile	37.9%	34.4%	36.7%	34.9%	33.9%	34.7%	37.6%	36.5%
Median	26.9%	22.4%	22.6%	25.7%	27.6%	28.2%	28.0%	28.2%
3rd Qtile	19.1%	10.4%	15.8%	17.8%	18.2%	19.4%	19.3%	20.8%

[^] Membership on this page includes only those participants that submitted partner compensation.

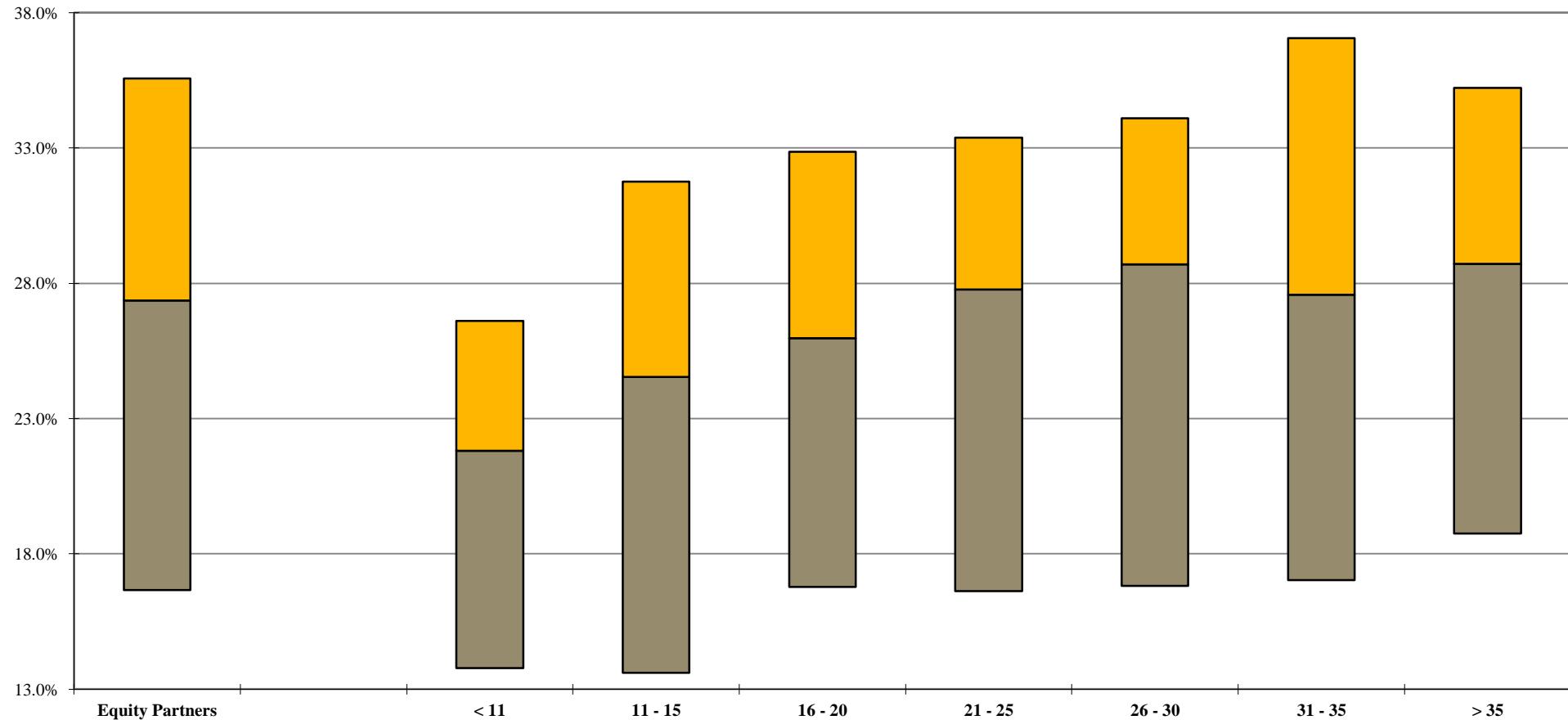
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

** omitted due to insufficient data

2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 members[^])

Percentage of Capital Balance to Compensation - Equity Partners
As of the most recent fiscal year-end



Your Firm	Years of Experience							
	Equity Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	> 35
1st Qtle	35.6%	26.6%	31.8%	32.9%	33.4%	34.1%	37.1%	35.2%
Median	27.4%	21.8%	24.5%	26.0%	27.8%	28.7%	27.6%	28.7%
3rd Qtle	16.7%	13.8%	13.6%	16.8%	16.6%	16.8%	17.0%	18.7%

[^] Membership on this page includes only those participants that submitted partner compensation.

Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

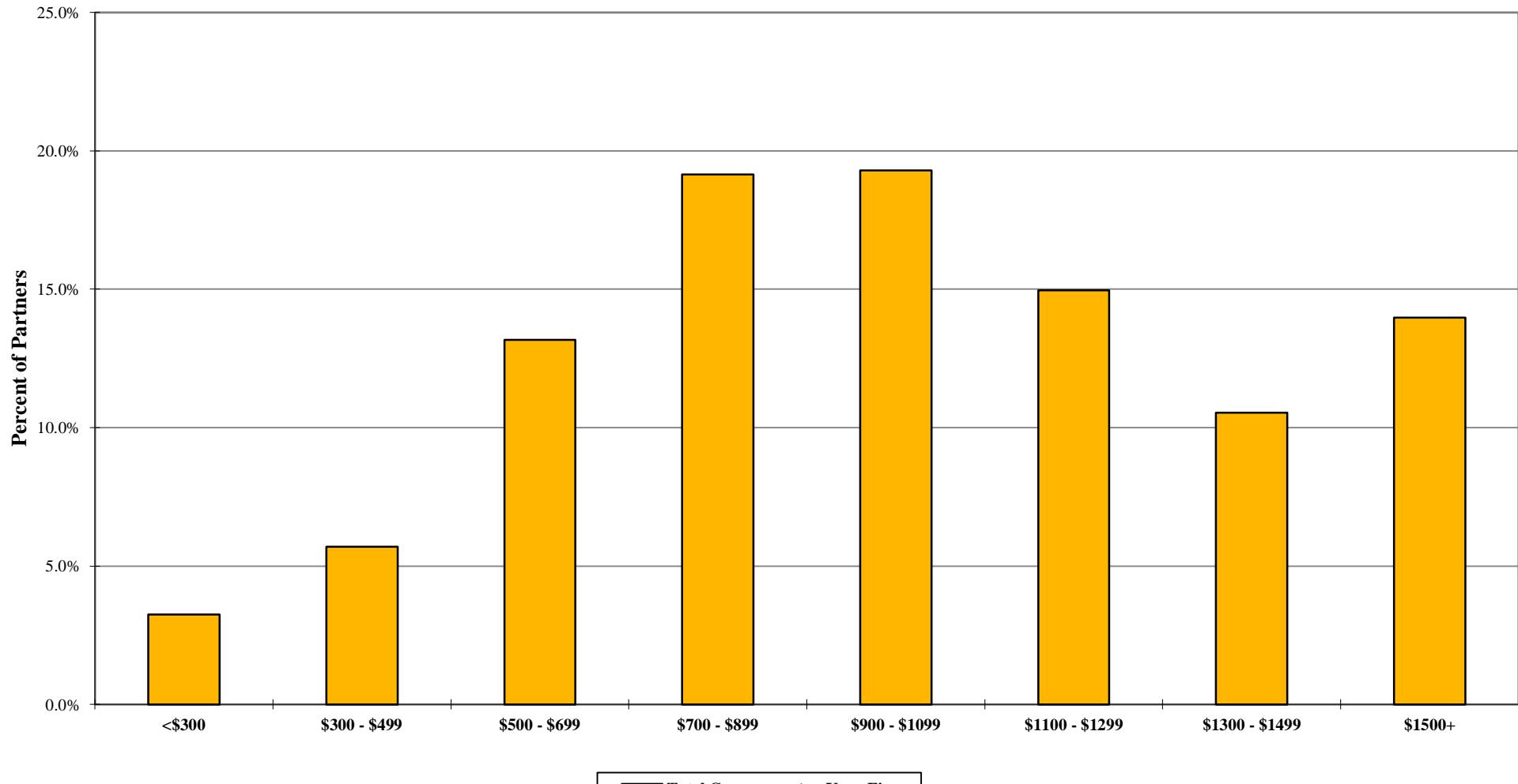
** omitted due to insufficient data

2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (57 members)

Distribution of Partners by Fees Billed¹ - All Partners

For the 12-month period ending December 31, 2015; in 000's



Your Firm
Total Group

	<\$300	\$300 - \$499	\$500 - \$699	\$700 - \$899	\$900 - \$1099	\$1100 - \$1299	\$1300 - \$1499	\$1500+
Your Firm								
Total Group	3.3%	5.7%	13.2%	19.1%	19.3%	15.0%	10.5%	14.0%

¹ Includes the percentage of corresponding full-time, full-year individuals at each level.

Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

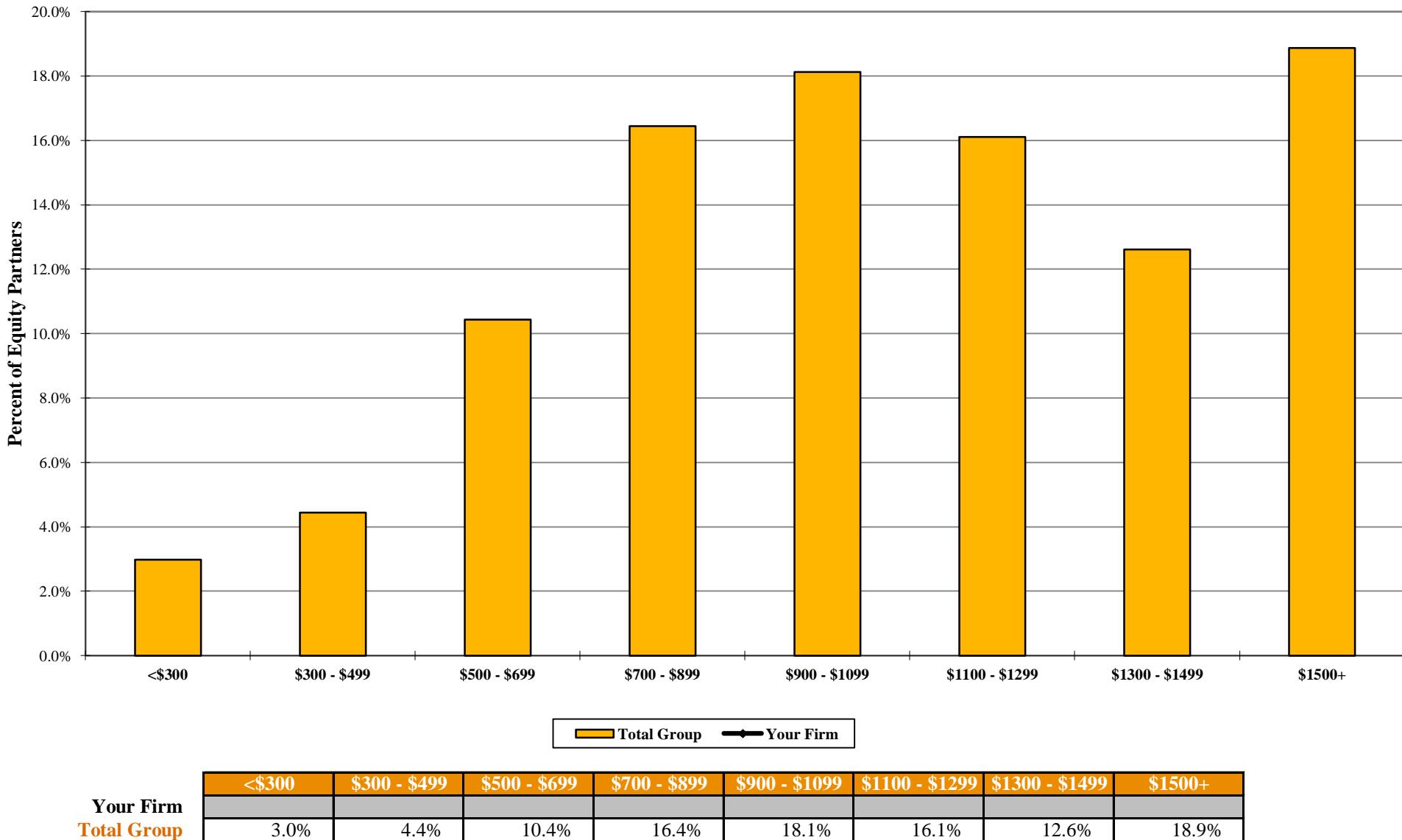
** omitted due to insufficient data

2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (57 members)

Distribution of Partners by Fees Billed¹ - Equity Partners

For the 12-month period ending December 31, 2015; in 000's



¹ Includes the percentage of corresponding full-time, full-year individuals at each level.

Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

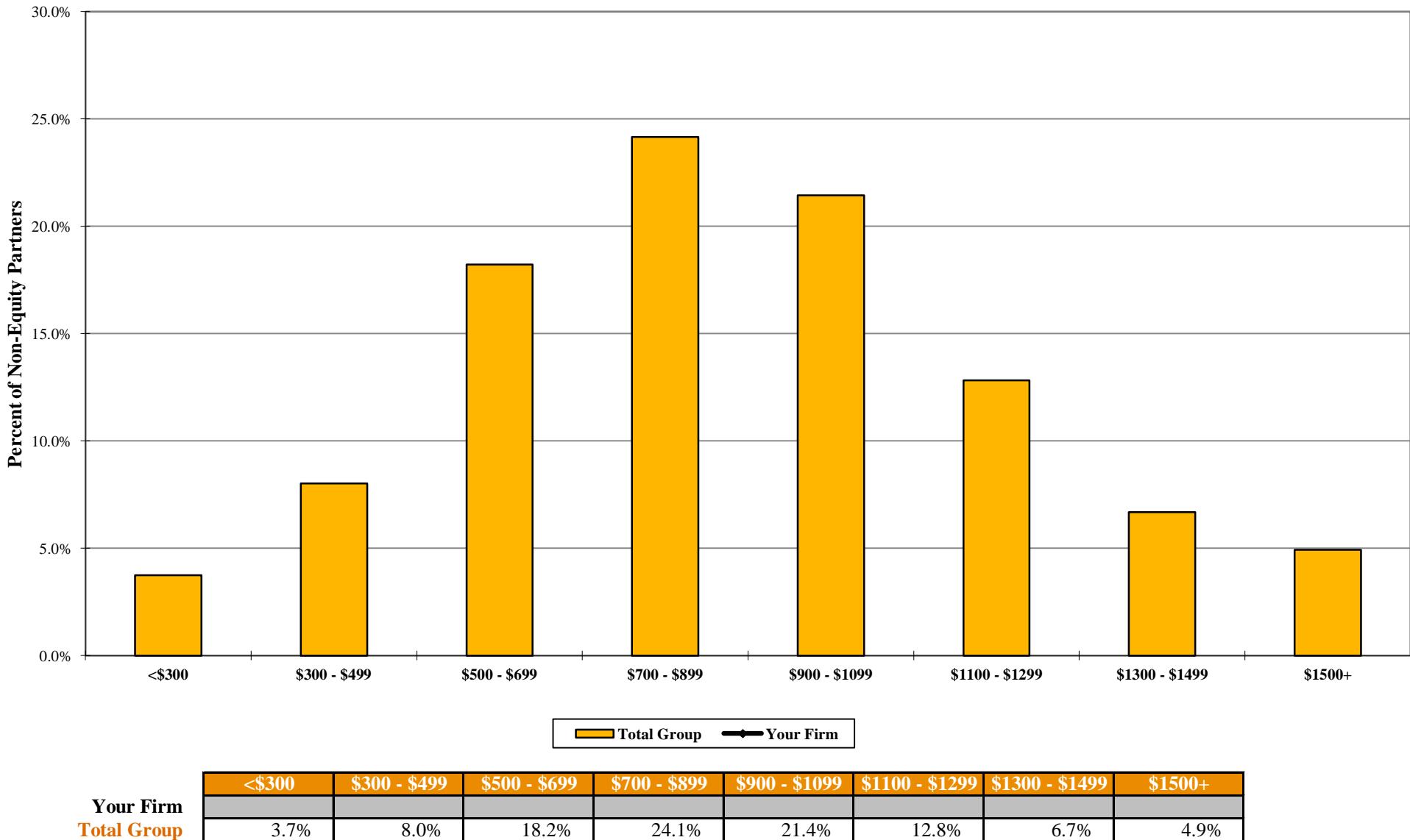
** omitted due to insufficient data

2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (57 members)

Distribution of Partners by Fees Billed¹ - Non-Equity Partners

For the 12-month period ending December 31, 2015; in 000's



¹ Includes the percentage of corresponding full-time, full-year individuals at each level.

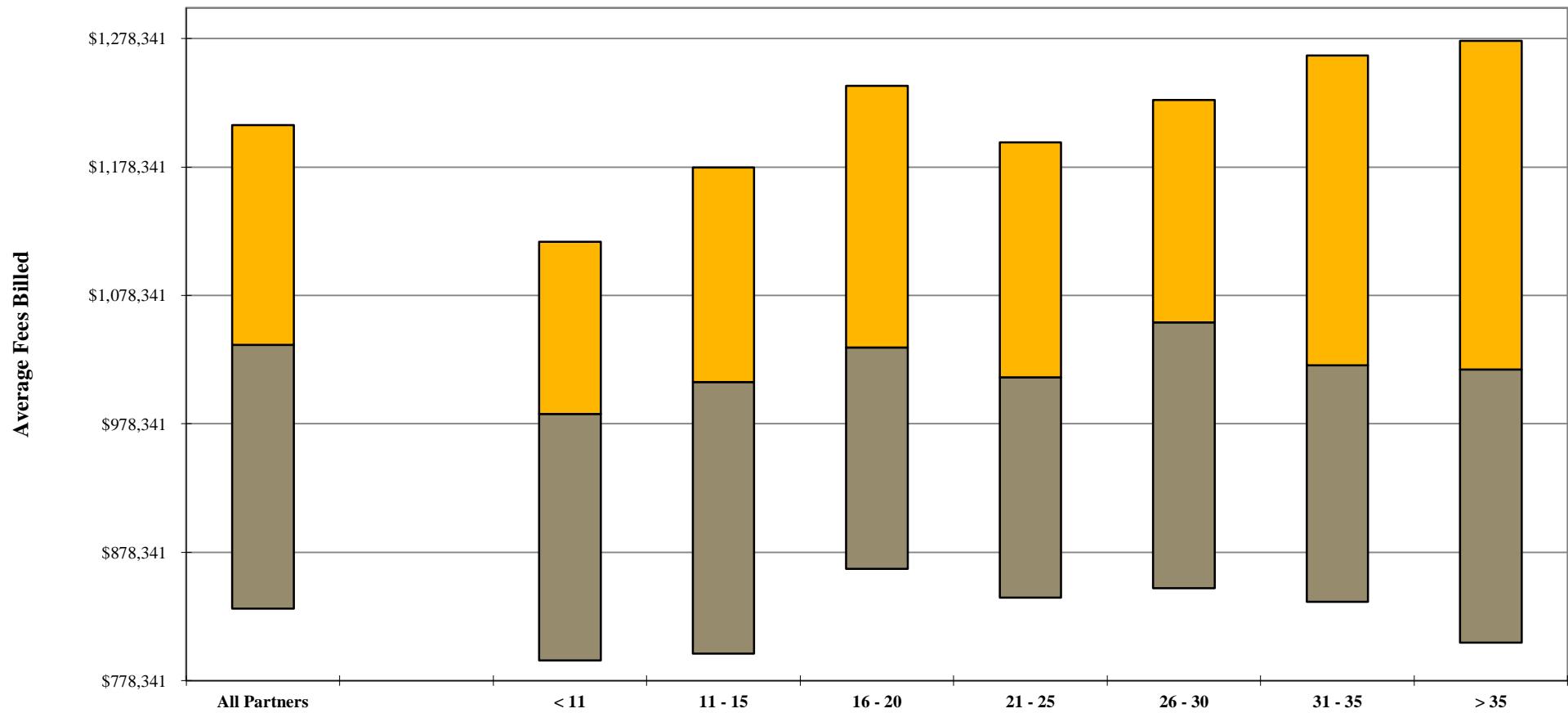
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

** omitted due to insufficient data

2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (57 members)

Average Fees Billed by Years of Experience - All Partners
For the 12-month period ending December 31, 2015



Your Firm	Years of Experience							
	All Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	> 35
1st Qtle	\$1,211,193	\$1,120,169	\$1,178,113	\$1,241,500	\$1,197,688	\$1,230,538	\$1,265,136	\$1,276,854
Median	1,039,834	986,239	1,010,885	1,037,660	1,014,636	1,057,388	1,024,121	1,020,873
3rd Qtle	834,264	794,227	799,476	865,312	843,143	850,210	839,637	808,021

Additional detail can be found on Page 46.

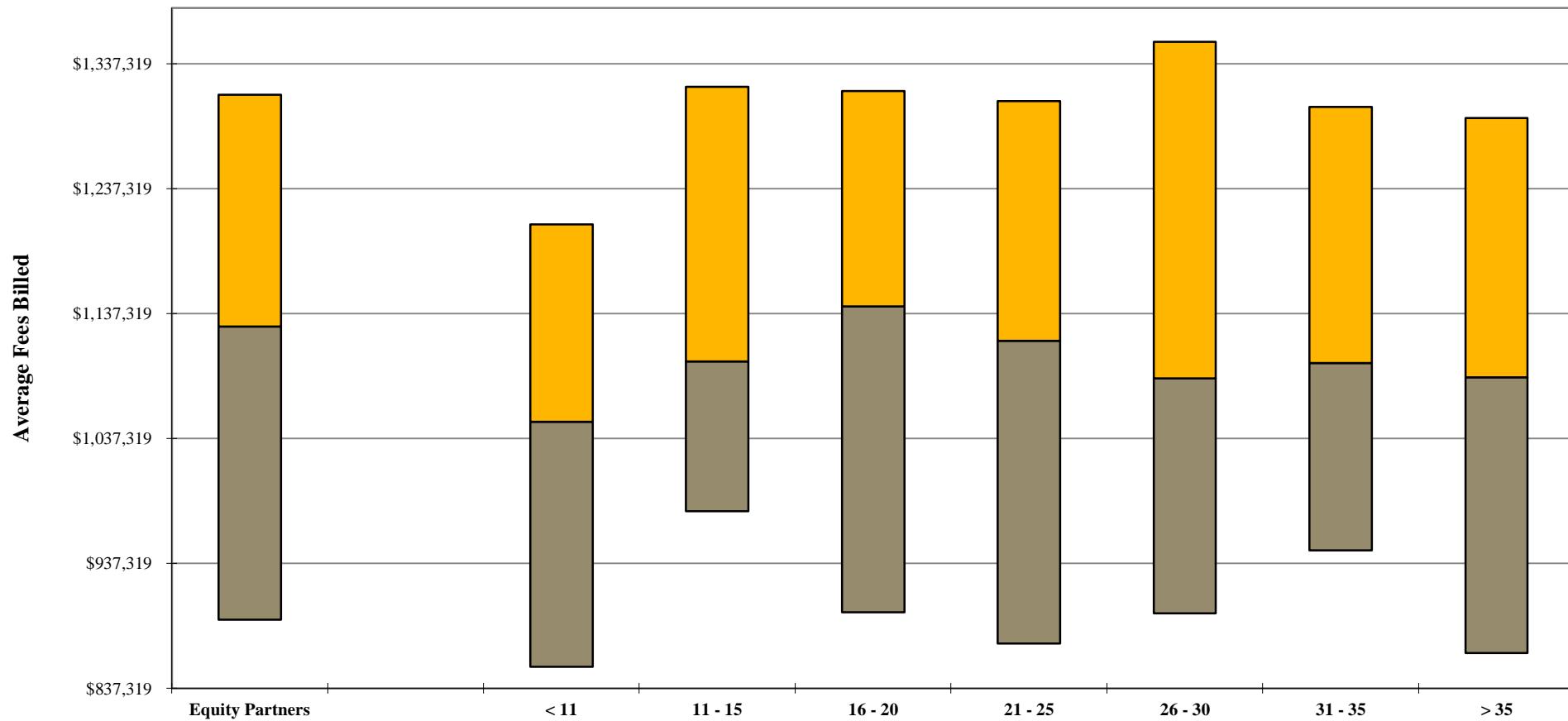
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

** omitted due to insufficient data

2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (57 members)

Average Fees Billed by Years of Experience - Equity Partners
For the 12-month period ending December 31, 2015



Your Firm	Equity Partners	Years of Experience						
		< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	> 35
1st Qtle	\$1,312,406	\$1,208,384	\$1,318,861	\$1,315,349	\$1,307,417	\$1,354,749	\$1,302,594	\$1,293,813
Median	1,127,042	1,050,647	1,098,868	1,143,056	1,115,222	1,085,238	1,097,795	1,086,305
3rd Qtle	892,017	854,408	979,153	898,330	873,254	897,358	947,733	865,553

Additional detail can be found on Page 46.

Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

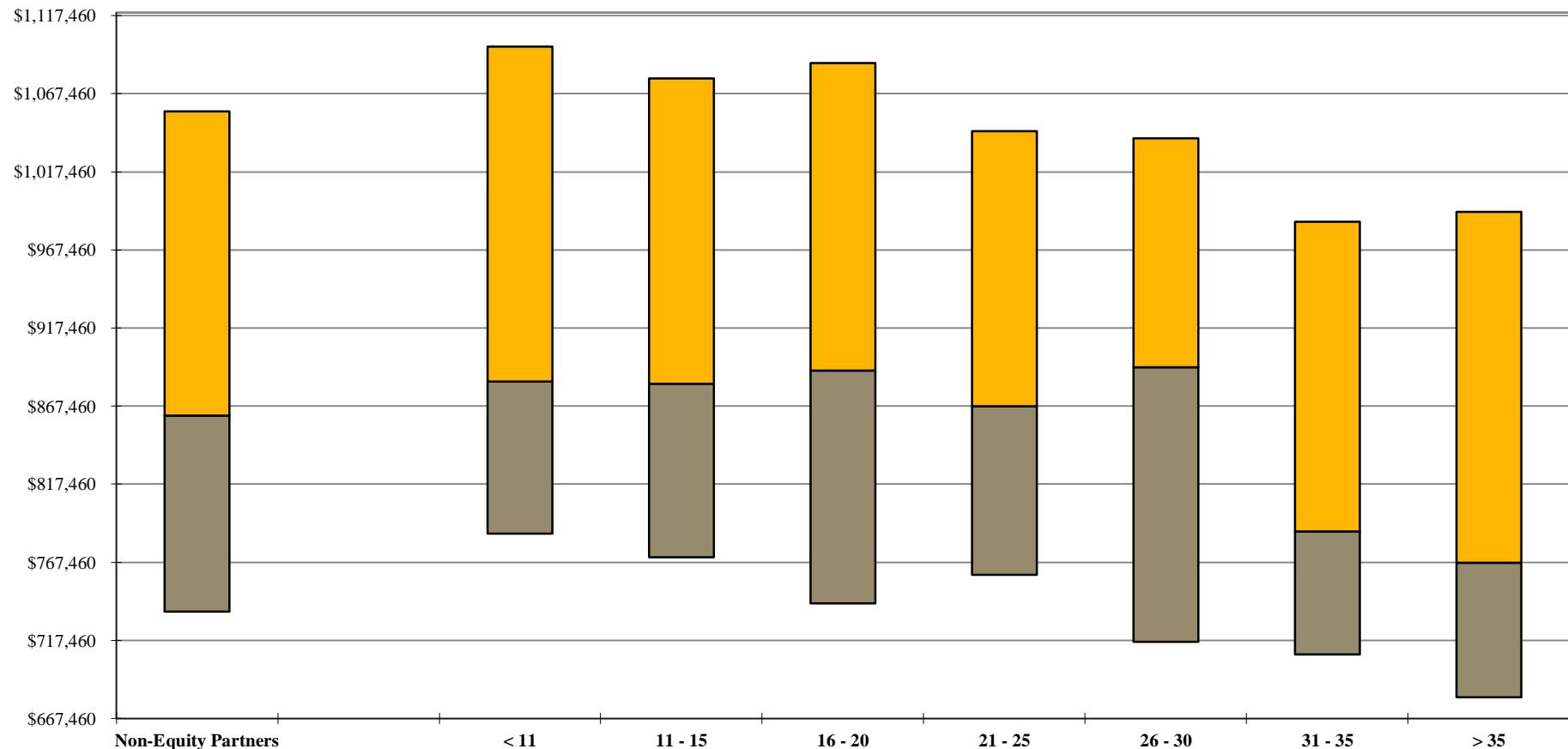
** omitted due to insufficient data

2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (57 members)

Average Fees Billed by Years of Experience - Non-Equity Partners
For the 12-month period ending December 31, 2015

Average Fees Billed



Your Firm	Non-Equity Partners	Years of Experience					
		< 11	11 - 15	16 - 20	21 - 25	26 - 30	> 35
1st Qtle	\$1,056,023	\$1,097,529	\$1,077,135	\$1,087,017	\$1,043,502	\$1,039,116	\$985,619
Median	861,525	883,198	881,715	890,278	867,534	892,297	787,311
3rd Qtle	735,951	785,692	770,745	741,218	759,481	716,631	708,559
							681,083

Additional detail can be found on Page 46.

Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

** omitted due to insufficient data

DETAILED METRICS

2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 members[^])

Partner Compensation

As of the most recent fiscal year-end

Values reported only for full-time partners that were at your firm for the entire one-year period

	Your Firm		Group			Your Firm		Group		
	Average	Rank / Of	1 st Quartile	Median	3 rd Quartile	%Change-1 Yr	% Change - 1 Year			
							I st Quartile	Median	3 rd Quartile	I st Quartile
Equity Partners										
High		/ 20	\$4,817,823	\$3,375,338	\$2,691,887			16.1	8.3	(0.4)
Middle		/ 20	1,122,391	738,444	689,142			13.8	4.8	(1.0)
Low		/ 20	519,512	362,126	248,151			9.6	(1.7)	(18.3)
Average		/ 20	1,290,972	886,539	754,915			9.7	6.4	0.4
By Years of Experience										
< 11 Years		/ 8 ‡	\$674,252	\$516,186	\$318,165			30.3	1.8	(9.5)
11 - 15 Years		/ 19	773,184	634,991	541,282			20.8	11.8	0.7
16 - 20 Years		/ 20	1,101,808	731,979	675,986			11.8	10.0	(0.6)
21 - 25 Years		/ 20	1,173,270	917,377	740,077			10.9	5.6	(2.7)
26 - 30 Years		/ 20	1,467,236	929,599	872,643			17.3	7.9	4.0
31 - 35 Years		/ 20	1,384,194	975,294	814,544			11.2	0.1	(4.5)
> 35 Years		/ 20	1,507,953	1,018,721	878,257			15.2	6.6	2.0
Non-Equity Partners										
High		/ 19	\$1,536,397	\$1,130,483	\$886,507			31.5	1.1	(5.4)
Middle		/ 19	400,856	371,140	348,219			4.3	1.0	(2.1)
Low		/ 19	255,894	201,837	181,599			10.1	3.5	(8.7)
Average		/ 19	463,950	416,360	375,441			4.7	0.9	(2.4)
By Years of Experience										
< 11 Years		/ 15 ‡	\$371,727	\$313,046	\$287,786			2.9	(3.9)	(9.2)
11 - 15 Years		/ 18	445,798	371,309	347,881			10.1	4.0	0.4
16 - 20 Years		/ 18	429,156	399,702	349,890			2.4	(0.5)	(1.7)
21 - 25 Years		/ 19	520,883	437,898	373,440			9.5	3.4	(6.8)
26 - 30 Years		/ 18	496,501	428,930	379,020			10.0	2.3	(9.3)
31 - 35 Years		/ 19	479,420	435,756	385,913			4.4	0.1	(4.9)
> 35 Years		/ 18	664,563	510,272	432,198			13.3	2.3	(11.9)
All Partners										
High		/ 20	\$5,450,656	\$3,598,554	\$2,691,887			15.6	7.4	(0.4)
Middle		/ 20	748,577	634,954	540,199			12.8	4.5	(3.3)
Low		/ 20	252,947	201,250	171,846			10.1	0.0	(8.7)
Average		/ 20	981,153	747,934	633,797			8.7	4.5	(0.7)
By Years of Experience										
< 11 Years		/ 18	\$462,578	\$322,037	\$292,949			7.7	(3.0)	(7.9)
11 - 15 Years		/ 20	568,114	463,192	379,641			14.1	6.6	2.4
16 - 20 Years		/ 20	832,190	644,637	499,326			10.3	3.5	(0.6)
21 - 25 Years		/ 20	986,969	789,239	678,301			10.2	2.6	(5.1)
26 - 30 Years		/ 20	1,167,812	837,619	728,964			16.1	7.0	1.0
31 - 35 Years		/ 20	1,132,032	883,898	760,528			10.2	2.3	(8.2)
> 35 Years		/ 20	1,281,420	928,330	772,219			12.8	3.1	(2.9)

[^] Membership on this page includes only those participants that submitted partner compensation.

^{**} omitted due to insufficient data; [‡] less than 75% population response

PricewaterhouseCoopers LLP

2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 members[^])

Distribution of Partner Compensation

By Years of Experience

As of the most recent fiscal year-end; Values reported only for full-time partners that were at your firm for the entire one-year period; in 000's

Equity Partners	Count*	<\$200	\$200 - \$399	\$400 - \$599	\$600 - \$799	\$800 - \$999	\$1,000-\$1,199	\$1,200+
< 11 Years Your Firm Total Group	56 †		64.3%	17.9%	10.7%	3.6%	1.8%	1.8%
11 - 15 Years Your Firm Total Group	293		23.9%	39.9%	18.4%	7.5%	3.4%	6.8%
16 - 20 Years Your Firm Total Group	615	0.2%	7.5%	26.0%	25.9%	12.4%	9.1%	19.0%
21 - 25 Years Your Firm Total Group	633		4.7%	21.0%	20.4%	17.2%	10.4%	26.2%
26 - 30 Years Your Firm Total Group	613	0.3%	5.4%	16.8%	19.6%	17.0%	13.1%	27.9%
31 - 35 Years Your Firm Total Group	541	0.4%	3.1%	15.0%	22.7%	19.4%	11.6%	27.7%
> 35 Years Your Firm Total Group	629	0.5%	3.3%	14.0%	18.9%	21.0%	12.6%	29.7%
<i>All Equity Partners</i> Your Firm Total Group	3,380	0.2%	7.5%	20.5%	21.0%	16.3%	10.5%	24.0%
Non-Equity Ptrs	Count*	<\$200	\$200 - \$399	\$400 - \$599	\$600 - \$799	\$800 - \$999	\$1,000+	
< 11 Years Your Firm Total Group	469 †	0.9%	88.1%	9.8%	0.9%	0.2%	0.2%	
11 - 15 Years Your Firm Total Group	607	1.0%	61.0%	27.5%	8.2%	1.8%	0.5%	
16 - 20 Years Your Firm Total Group	491	1.2%	54.0%	33.6%	8.6%	2.4%	0.2%	
21 - 25 Years Your Firm Total Group	281		42.3%	39.1%	12.8%	4.6%	1.1%	
26 - 30 Years Your Firm Total Group	229	0.9%	38.0%	37.1%	17.0%	5.2%	1.7%	
31 - 35 Years Your Firm Total Group	163	1.8%	46.6%	35.6%	10.4%	4.3%	1.2%	
> 35 Years Your Firm Total Group	222	5.4%	35.6%	29.7%	13.1%	8.1%	8.1%	
<i>All Non-Equity Partners</i> Your Firm Total Group	2,462	1.3%	57.2%	28.3%	8.8%	3.0%	1.3%	

[^] Membership on this page includes only those participants that submitted partner compensation; * Includes the number of corresponding full-time, full-year individuals at each level

** omitted due to insufficient data; † less than 75% population response

2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 members[^])

Distribution of Partner Compensation

By Years of Experience

As of the most recent fiscal year-end; Values reported only for full-time partners that were at your firm for the entire one-year period; in 000's

All Partners	Count*	<\$200	\$200 - \$399	\$400 - \$599	\$600 - \$799	\$800 - \$999	\$1,000-\$1,199	\$1,200+
< 11 Years Your Firm								
Total Group	525	0.8%	85.5%	10.7%	1.9%	0.6%	0.4%	0.2%
11 - 15 Years Your Firm								
Total Group	900	0.7%	48.9%	31.6%	11.6%	3.7%	1.3%	2.3%
16 - 20 Years Your Firm								
Total Group	1,106	0.6%	28.1%	29.4%	18.2%	8.0%	5.2%	10.6%
21 - 25 Years Your Firm								
Total Group	914		16.3%	26.6%	18.1%	13.3%	7.3%	18.4%
26 - 30 Years Your Firm								
Total Group	842	0.5%	14.3%	22.3%	18.9%	13.8%	9.7%	20.5%
31 - 35 Years Your Firm								
Total Group	704	0.7%	13.2%	19.7%	19.9%	15.9%	9.1%	21.4%
> 35 Years Your Firm								
Total Group	851	1.8%	11.8%	18.1%	17.4%	17.6%	10.2%	23.1%
All Partners								
Your Firm								
Total Group	5,842	0.7%	28.4%	23.8%	15.9%	10.7%	6.4%	14.2%

[^] Membership on this page includes only those participants that submitted partner compensation; * Includes the number of corresponding full-time, full-year individuals at each level

** omitted due to insufficient data; † less than 75% population response

2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 members[^])

Partner Compensation Ratio of Highest to Lowest Compensation As of most recent fiscal year-end

	Your Firm		Group		
	Average	Rank / Of	1 st Quartile	Median	3 rd Quartile
Equity Partners					
<i>Avg. by Years of Experience</i>					
< 11 Years		/ 8 ‡	1.9	1.5	1.0
11 - 15 Years		/ 19	4.1	2.2	1.5
16 - 20 Years		/ 20	5.3	3.6	2.5
21 - 25 Years		/ 20	6.1	5.1	3.7
26 - 30 Years		/ 20	8.3	5.9	4.1
31 - 35 Years		/ 20	6.4	5.5	4.0
> 35 Years		/ 20	9.4	7.7	4.9
All Equity Partners		/ 20	16.1	9.4	6.5
Non-Equity Partners					
<i>Avg. by Years of Experience</i>					
< 11 Years		/ 15 ‡	2.4	2.0	1.6
11 - 15 Years		/ 18	2.8	2.3	1.8
16 - 20 Years		/ 18	3.3	2.5	2.0
21 - 25 Years		/ 19	3.0	2.1	1.8
26 - 30 Years		/ 18	3.2	2.1	1.5
31 - 35 Years		/ 19	2.6	2.2	1.4
> 35 Years		/ 18	3.6	3.0	2.1
All Non-Equity Partners		/ 19	6.9	5.2	4.1
All Partners					
<i>Avg. by Years of Experience</i>					
< 11 Years		/ 18	2.6	1.9	1.6
11 - 15 Years		/ 20	5.2	3.5	3.0
16 - 20 Years		/ 20	9.1	5.6	4.2
21 - 25 Years		/ 20	9.1	7.0	5.4
26 - 30 Years		/ 20	13.1	8.4	6.3
31 - 35 Years		/ 20	12.1	7.5	5.9
> 35 Years		/ 20	16.6	10.6	7.4
All Partner Composite		/ 20	27.3	15.9	10.8

[^] Membership on this page includes only those participants that submitted partner compensation.

** omitted due to insufficient data; ‡ less than 75% population response

2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (57 members)

Partner Average Billable Hours

For the 12-month period ending December 31, 2015

	Your Firm		Group			Your Firm		Group			Median % Change - 2 Year	
	Average Hours	Rank / Of	1 st Quartile	Median	3 rd Quartile	% Change - 1 Year	% Change - 2 Year	% Change - 1 Year				
								1 st Quartile	Median	3 rd Quartile		
Equity Partners												
<i>Avg. by Years of Experience</i>												
< 11 Years	/ 22	‡	1,949	1,761	1,648		‡	4.4	(3.7)	(12.3)	0.9	
11 - 15 Years	/ 50		1,948	1,837	1,672			5.8	1.2	(1.7)	4.7	
16 - 20 Years	/ 50		1,784	1,716	1,609			2.3	(0.8)	(4.9)	0.9	
21 - 25 Years	/ 50		1,761	1,632	1,544			3.8	(0.2)	(2.5)	(0.2)	
26 - 30 Years	/ 50		1,681	1,583	1,482			0.8	(0.9)	(2.9)	(0.6)	
31 - 35 Years	/ 50		1,649	1,542	1,442			3.2	(2.3)	(4.3)	(1.0)	
> 35 Years	/ 50		1,537	1,419	1,332			5.4	1.5	(2.6)	1.8	
All Equity Partners	/ 52		1,690	1,610	1,488			1.7	0.0	(2.7)	1.2	
Non-Equity Partners												
<i>Avg. by Years of Experience</i>												
< 11 Years	/ 32	‡	1,943	1,807	1,703		‡	4.7	1.4	(4.0)	2.5	
11 - 15 Years	/ 40	‡	1,785	1,719	1,576		‡	4.4	2.2	(3.5)	3.5	
16 - 20 Years	/ 40	‡	1,657	1,536	1,421		‡	2.2	(2.5)	(5.6)	(0.2)	
21 - 25 Years	/ 40	‡	1,610	1,537	1,414		‡	4.8	0.4	(6.6)	3.9	
26 - 30 Years	/ 37	‡	1,532	1,431	1,326		‡	3.8	(4.1)	(7.3)	3.0	
31 - 35 Years	/ 39	‡	1,439	1,342	1,178		‡	6.0	(1.2)	(13.5)	1.3	
> 35 Years	/ 41	‡	1,328	1,190	1,045		‡	6.1	0.5	(4.8)	1.1	
All Non-Equity Partners	/ 42	‡	1,619	1,549	1,410		‡	1.1	(0.9)	(3.6)	0.6	
All Partner Composite												
<i>Avg. by Years of Experience</i>												
< 11 Years	/ 45		1,929	1,796	1,696		‡	4.7	0.5	(5.1)	0.8	
11 - 15 Years	/ 50		1,842	1,749	1,640			3.8	0.7	(1.2)	3.6	
16 - 20 Years	/ 50		1,743	1,659	1,554			0.4	(2.1)	(4.5)	0.1	
21 - 25 Years	/ 50		1,699	1,613	1,520			3.3	0.5	(2.3)	1.0	
26 - 30 Years	/ 50		1,632	1,554	1,461			1.7	(1.5)	(3.4)	0.0	
31 - 35 Years	/ 50		1,589	1,492	1,372			2.6	(1.8)	(4.8)	(0.1)	
> 35 Years	/ 50		1,473	1,359	1,292			5.5	0.2	(3.9)	0.8	
All Partner Composite	/ 52		1,658	1,587	1,473			1.2	(0.3)	(2.8)	0.5	

2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (57 members)

Distribution of Partner Billable Hours By Years of Experience - For the 12-month period ending December 31, 2015

Equity Partners	Count*	< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
< 11 Years Your Firm Total Group	132 [‡]	12.9%	7.6%	11.4%	18.2%	22.0%	28.0%
11 - 15 Years Your Firm Total Group	825	11.4%	10.8%	16.4%	18.7%	19.6%	23.2%
16 - 20 Years Your Firm Total Group	1,791	14.9%	11.1%	17.4%	20.7%	17.9%	18.0%
21 - 25 Years Your Firm Total Group	1,779	20.3%	12.6%	17.8%	20.0%	13.7%	15.5%
26 - 30 Years Your Firm Total Group	1,771	23.0%	14.9%	17.6%	18.4%	13.3%	12.8%
31 - 35 Years Your Firm Total Group	1,590	29.2%	13.1%	19.4%	15.7%	11.3%	11.2%
> 35 Years Your Firm Total Group	1,742	39.5%	13.9%	15.5%	13.4%	8.3%	9.4%
All Equity Partners Your Firm Total Group	9,896	23.9%	12.8%	17.3%	17.7%	13.7%	14.6%
Non-Equity Partners	Count*	< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
< 11 Years Your Firm Total Group	486 [‡]	9.3%	8.0%	11.9%	27.0%	22.2%	21.6%
11 - 15 Years Your Firm Total Group	1,323 [‡]	14.6%	9.8%	16.9%	23.4%	18.8%	16.5%
16 - 20 Years Your Firm Total Group	1,153 [‡]	25.6%	13.3%	19.3%	20.2%	12.5%	9.1%
21 - 25 Years Your Firm Total Group	669 [‡]	24.7%	13.8%	20.0%	20.8%	14.3%	6.4%
26 - 30 Years Your Firm Total Group	573 [‡]	30.0%	15.4%	20.6%	17.5%	10.8%	5.8%
31 - 35 Years Your Firm Total Group	442 [‡]	41.9%	18.8%	16.5%	12.4%	6.6%	3.8%
> 35 Years Your Firm Total Group	581 [‡]	54.9%	16.5%	13.1%	7.9%	5.5%	2.1%
All Non-Equity Partners Your Firm Total Group	5,242 [‡]	26.4%	13.0%	17.3%	19.3%	13.7%	10.2%

* Includes the number of corresponding full-time, full-year individuals at each level

** omitted due to insufficient data; [‡] less than 75% population response

2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (57 members)

Distribution of Partner Billable Hours *By Years of Experience - For the 12-month period ending December 31, 2015*

All Partners	Count*	< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
< 11 Years Your Firm Total Group	618	10.0%	7.9%	11.8%	25.1%	22.2%	23.0%
11 - 15 Years Your Firm Total Group	2,148	13.4%	10.2%	16.7%	21.6%	19.1%	19.0%
16 - 20 Years Your Firm Total Group	2,944	19.1%	12.0%	18.2%	20.5%	15.8%	14.5%
21 - 25 Years Your Firm Total Group	2,448	21.5%	12.9%	18.4%	20.2%	13.9%	13.0%
26 - 30 Years Your Firm Total Group	2,344	24.7%	15.0%	18.3%	18.2%	12.7%	11.1%
31 - 35 Years Your Firm Total Group	2,032	32.0%	14.4%	18.8%	15.0%	10.3%	9.6%
> 35 Years Your Firm Total Group	2,323	43.3%	14.6%	14.9%	12.0%	7.6%	7.6%
All Partners Your Firm Total Group	15,138	24.8%	12.8%	17.3%	18.3%	13.7%	13.1%

* Includes the number of corresponding full-time, full-year individuals at each level

** omitted due to insufficient data; ‡ less than 75% population response

2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 members[^])

Average Compensation by Utilization Levels
By Years of Experience - For the 12-month period ending December 31, 2015

Equity Partners	Average*	< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
< 11 Years Your Firm Total Group	\$521,085 [‡]	\$349,907	\$349,880	\$570,914	\$511,802	\$419,753	\$584,911
11 - 15 Years Your Firm Total Group	\$711,810	\$497,458	\$513,989	\$666,913	\$675,973	\$772,037	\$697,649
16 - 20 Years Your Firm Total Group	\$907,632	\$773,425	\$800,049	\$885,315	\$815,274	\$1,006,007	\$1,061,327
21 - 25 Years Your Firm Total Group	\$1,099,453	\$971,097	\$1,000,120	\$1,103,275	\$1,143,105	\$1,249,031	\$1,332,174
26 - 30 Years Your Firm Total Group	\$1,189,151	\$1,114,065	\$998,876	\$1,089,715	\$1,151,381	\$1,191,896	\$1,639,612
31 - 35 Years Your Firm Total Group	\$1,192,109	\$1,057,638	\$1,041,860	\$1,065,811	\$1,165,481	\$1,456,954	\$1,772,310
> 35 Years Your Firm Total Group	\$1,308,628	\$1,214,962	\$1,001,356	\$1,246,497	\$1,239,077	\$1,694,991	\$1,755,463
All Equity Partners Your Firm Total Group	\$1,091,448	\$1,051,495	\$958,127	\$1,035,361	\$1,021,518	\$1,147,620	\$1,305,372
Non-Equity Partners	Average*	< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
< 11 Years Your Firm Total Group	\$350,097 [‡]	\$289,020	\$355,075	\$355,081	\$334,239	\$348,623	\$395,572
11 - 15 Years Your Firm Total Group	\$432,292 [‡]	\$402,406	\$367,404	\$382,690	\$391,022	\$462,053	\$468,570
16 - 20 Years Your Firm Total Group	\$413,298 [‡]	\$384,199	\$387,961	\$391,228	\$444,454	\$439,134	\$521,473
21 - 25 Years Your Firm Total Group	\$440,919	\$446,290	\$415,792	\$462,631	\$450,238	\$474,255	\$466,569
26 - 30 Years Your Firm Total Group	\$436,052 [‡]	\$409,495	\$459,114	\$448,444	\$461,507	\$510,205	\$637,777
31 - 35 Years Your Firm Total Group	\$446,273	\$448,811	\$459,248	\$472,070	\$444,930	\$497,706	\$537,195
> 35 Years Your Firm Total Group	\$598,631 [‡]	\$577,363	\$473,888	\$581,294	\$468,286	\$1,027,283	\$836,380
All Non-Equity Partners Your Firm Total Group	\$446,003	\$454,451	\$401,823	\$416,819	\$414,323	\$490,965	\$471,532

[^] Membership on this page includes only those participants that submitted partner compensation

** omitted due to insufficient data; [‡] less than 75% population response

2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 members[^])

Average Compensation by Utilization Levels
By Years of Experience - For the 12-month period ending December 31, 2015

All Partners	Average*	< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
< 11 Years Your Firm Total Group	\$385,242	\$297,777	\$353,476	\$411,816	\$369,979	\$367,591	\$422,407
11 - 15 Years Your Firm Total Group	\$496,218	\$427,347	\$423,471	\$478,910	\$452,867	\$535,214	\$582,378
16 - 20 Years Your Firm Total Group	\$701,766	\$557,960	\$609,025	\$689,852	\$668,306	\$838,789	\$878,205
21 - 25 Years Your Firm Total Group	\$885,021	\$778,692	\$766,165	\$848,945	\$891,569	\$972,155	\$1,179,397
26 - 30 Years Your Firm Total Group	\$939,390	\$836,296	\$834,575	\$860,346	\$885,736	\$1,020,429	\$1,517,777
31 - 35 Years Your Firm Total Group	\$989,334	\$831,477	\$858,798	\$944,493	\$1,000,839	\$1,226,627	\$1,691,795
> 35 Years Your Firm Total Group	\$1,068,157	\$949,757	\$828,368	\$1,072,438	\$1,108,858	\$1,585,809	\$1,592,354
All Partners Your Firm Total Group	\$818,626	\$761,576	\$736,267	\$787,990	\$770,786	\$879,558	\$1,013,373

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** omitted due to insufficient data; ‡ less than 75% population response

2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 members[^])

Partner Permanent Capital Balance As of the most recent fiscal year-end

	Your Firm		Group		
	Average	Rank / Of	1 st Quartile	Median	3 rd Quartile
Equity Partners					
High		/ 16 ‡	\$1,351,772	\$853,096	\$650,565
Middle		/ 16 ‡	308,493	238,568	166,500
Low		/ 16 ‡	104,625	63,402	19,503
Average		/ 16 ‡	368,952	257,079	182,951
Avg. by Years of Experience					
< 11 Years		/ 7 ‡	\$135,724	\$121,457	\$68,471
11 - 15 Years		/ 15 ‡	200,610	153,837	94,100
16 - 20 Years		/ 16 ‡	270,317	217,250	136,248
21 - 25 Years		/ 16 ‡	369,715	259,757	180,338
26 - 30 Years		/ 16 ‡	408,403	287,969	184,530
31 - 35 Years		/ 16 ‡	420,449	293,758	184,953
> 35 Years		/ 16 ‡	432,976	335,324	225,719
Non-Equity Partners					
High		/ 6 ‡	\$366,693	\$318,750	\$247,625
Middle		/ 6 ‡	116,233	72,000	48,344
Low		/ 6 ‡	57,500	39,375	15,438
Average		/ 6 ‡	118,710	82,739	54,761
Avg. by Years of Experience					
< 11 Years		/ 5 ‡	\$74,656	\$67,727	\$32,891
11 - 15 Years		/ 6 ‡	112,122	67,195	44,597
16 - 20 Years		/ 6 ‡	120,942	72,767	59,729
21 - 25 Years		/ 6 ‡	116,064	92,028	61,426
26 - 30 Years		/ 6 ‡	119,164	89,954	62,829
31 - 35 Years		/ 6 ‡	122,760	100,544	63,579
> 35 Years		/ 6 ‡	131,672	106,369	65,022
All Partners					
High		/ 16 ‡	\$1,351,772	\$853,096	\$650,565
Middle		/ 16 ‡	308,493	218,923	148,983
Low		/ 16 ‡	63,041	26,131	10,750
Average		/ 16 ‡	368,952	230,960	152,372
Avg. by Years of Experience					
< 11 Years		/ 12 ‡	\$134,032	\$95,922	\$29,607
11 - 15 Years		/ 16 ‡	197,416	114,827	66,158
16 - 20 Years		/ 16 ‡	270,317	182,705	120,809
21 - 25 Years		/ 16 ‡	369,715	243,306	166,052
26 - 30 Years		/ 16 ‡	408,403	256,277	170,972
31 - 35 Years		/ 16 ‡	420,449	285,972	175,443
> 35 Years		/ 16 ‡	432,976	335,324	210,419

[^] Membership on this page includes only those participants that submitted partner compensation.

^{**} omitted due to insufficient data; [‡] less than 75% population response

2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 members[^])

Distribution of Partner Permanent Capital Balance

By Years of Experience

As of the most recent fiscal year-end; Values reported only for full-time partners that were at your firm for the entire one-year period; in 000's

Equity Partners	Count*	<\$25	\$25 - \$100	\$100 - \$199	\$200 - \$299	\$300 - \$399	\$400 - \$499	\$500+
< 11 Years Your Firm Total Group	58 [‡]	48.3%	17.2%	31.0%	1.7%	1.7%		
11 - 15 Years Your Firm Total Group	283 [‡]	10.2%	30.0%	41.3%	12.7%	3.5%	2.1%	
16 - 20 Years Your Firm Total Group	570 [‡]	3.3%	17.4%	36.0%	23.3%	9.3%	6.7%	4.0%
21 - 25 Years Your Firm Total Group	569 [‡]	2.1%	12.3%	30.9%	23.7%	10.9%	9.7%	10.4%
26 - 30 Years Your Firm Total Group	553 [‡]	2.9%	9.2%	32.7%	20.3%	13.4%	10.5%	11.0%
31 - 35 Years Your Firm Total Group	475 [‡]	1.1%	7.4%	29.5%	20.4%	18.5%	10.1%	13.1%
> 35 Years Your Firm Total Group	577 [‡]	2.4%	7.6%	25.1%	22.2%	12.8%	12.5%	17.3%
All Equity Partners Your Firm Total Group	3,085 [‡]	4.0%	12.8%	31.8%	20.8%	11.7%	9.0%	9.9%
Non-Equity Ptrs	Count*	<\$25	\$25 - \$100	\$100 - \$199	\$200 - \$299	\$300 - \$399	\$400+	
< 11 Years Your Firm Total Group	60 [‡]	8.3%	70.0%		21.7%			
11 - 15 Years Your Firm Total Group	163 [‡]	10.4%	63.2%	6.1%	14.7%	3.7%	1.8%	
16 - 20 Years Your Firm Total Group	156 [‡]	8.3%	57.7%	17.3%	7.7%	3.2%	5.8%	
21 - 25 Years Your Firm Total Group	101 [‡]	5.9%	48.5%	13.9%	5.9%	13.9%	11.9%	
26 - 30 Years Your Firm Total Group	89 [‡]	4.5%	46.1%	23.6%	3.4%	11.2%	11.2%	
31 - 35 Years Your Firm Total Group	59 [‡]	6.8%	47.5%	20.3%	8.5%	3.4%	13.6%	
> 35 Years Your Firm Total Group	85 [‡]	7.1%	44.7%	23.5%	4.7%	2.4%	17.6%	
All Non-Equity Partners Your Firm Total Group	713 [‡]	7.7%	54.8%	14.6%	9.4%	5.5%	8.0%	

[^] Membership on this page includes only those participants that submitted partner compensation; * Includes the number of corresponding full-time, full-year individuals at each level

** omitted due to insufficient data; [‡] less than 75% population response

2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 members[^])

Distribution of Partner Permanent Capital Balance

By Years of Experience

As of the most recent fiscal year-end; Values reported only for full-time partners that were at your firm for the entire one-year period; in 000's

All Partners	Count*	<\$25	\$25 - \$100	\$100 - \$199	\$200 - \$299	\$300 - \$399	\$400 - \$499	\$500+
< 11 Years Your Firm Total Group	118 [‡]	28.0%	44.1%	15.3%	11.9%	0.8%		
11 - 15 Years Your Firm Total Group	446 [‡]	10.3%	42.2%	28.5%	13.5%	3.6%	2.0%	
16 - 20 Years Your Firm Total Group	726 [‡]	4.4%	26.0%	32.0%	20.0%	8.0%	6.5%	3.2%
21 - 25 Years Your Firm Total Group	670 [‡]	2.7%	17.8%	28.4%	21.0%	11.3%	9.6%	9.3%
26 - 30 Years Your Firm Total Group	642 [‡]	3.1%	14.3%	31.5%	17.9%	13.1%	10.6%	9.5%
31 - 35 Years Your Firm Total Group	534 [‡]	1.7%	11.8%	28.5%	19.1%	16.9%	9.9%	12.2%
> 35 Years Your Firm Total Group	662 [‡]	3.0%	12.4%	24.9%	19.9%	11.5%	12.5%	15.7%
All Partners Your Firm Total Group	3,798 [‡]	4.7%	20.7%	28.6%	18.7%	10.6%	8.5%	8.3%

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** omitted due to insufficient data; [‡] less than 75% population response

2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (57 members)

Partner Average Fees Billed

For the 12-month period ending December 31, 2015

	Your Firm		Group			Your Firm		Group			Median % Change - 2 Year		
			1 st Quartile	Median	3 rd Quartile			% Change - 1 Year	% Change - 2 Year	1 st Quartile	Median	3 rd Quartile	
	Average Fees	Rank / Of											
Equity Partners													
<i>Avg. by Years of Experience</i>													
< 11 Years		/ 21 ‡	\$1,208,384	\$1,050,647	\$854,408		‡		‡	13.7	(1.7)	(15.4)	18.2
11 - 15 Years		/ 49	1,318,861	1,098,868	979,153					12.8	5.1	(2.2)	8.8
16 - 20 Years		/ 49	1,315,349	1,143,056	898,330					6.6	3.4	(1.8)	5.6
21 - 25 Years		/ 49	1,307,417	1,115,222	873,254					6.2	3.0	(1.7)	4.0
26 - 30 Years		/ 49	1,354,749	1,085,238	897,358					5.6	1.5	(2.1)	4.5
31 - 35 Years		/ 49	1,302,594	1,097,795	947,733					8.1	0.5	(3.9)	3.7
> 35 Years		/ 49	1,293,813	1,086,305	865,553					11.4	5.2	0.8	4.4
All Equity Partners		/ 51	1,312,406	1,127,042	892,017					6.1	3.4	0.0	7.2
Non-Equity Partners													
<i>Avg. by Years of Experience</i>													
< 11 Years		/ 31 ‡	\$1,097,529	\$883,198	\$785,692		‡		‡	10.0	5.3	(0.2)	6.4
11 - 15 Years		/ 39 ‡	1,077,135	881,715	770,745		‡		‡	6.6	2.5	(0.2)	7.9
16 - 20 Years		/ 39 ‡	1,087,017	890,278	741,218		‡		‡	8.7	2.0	(2.8)	4.6
21 - 25 Years		/ 39 ‡	1,043,502	867,534	759,481		‡		‡	9.6	0.7	(5.2)	6.2
26 - 30 Years		/ 37 ‡	1,039,116	892,297	716,631		‡		‡	4.8	0.3	(5.1)	8.0
31 - 35 Years		/ 39 ‡	985,619	787,311	708,559		‡		‡	10.3	(0.6)	(11.4)	0.8
> 35 Years		/ 40 ‡	991,952	767,129	681,083		‡		‡	6.1	(0.6)	(6.4)	(0.4)
All Non-Equity Partners		/ 41 ‡	1,056,023	861,525	735,951		‡		‡	5.5	1.0	(1.3)	7.4
All Partner Composite													
<i>Avg. by Years of Experience</i>													
< 11 Years		/ 44	\$1,120,169	\$986,239	\$794,227		‡		‡	10.4	4.5	(1.5)	9.8
11 - 15 Years		/ 49	1,178,113	1,010,885	799,476					6.8	4.6	(0.6)	8.7
16 - 20 Years		/ 49	1,241,500	1,037,660	865,312					5.6	1.7	(2.3)	5.6
21 - 25 Years		/ 49	1,197,688	1,014,636	843,143					6.3	1.9	(1.3)	4.1
26 - 30 Years		/ 49	1,230,538	1,057,388	850,210					4.2	0.8	(2.0)	4.8
31 - 35 Years		/ 49	1,265,136	1,024,121	839,637					5.4	0.7	(4.1)	5.4
> 35 Years		/ 49	1,276,854	1,020,873	808,021					7.6	2.6	(0.5)	4.6
All Partner Composite		/ 51	1,211,193	1,039,834	834,264					4.9	2.5	(0.1)	6.8

** omitted due to insufficient data; ‡ less than 75% population response

PricewaterhouseCoopers LLP

2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (29 members[^])

Partner Turnover¹

		2015	
		<i>Your Firm</i>	<i>Group Median</i>
		<i>%</i>	<i>%</i>
Equity Partners			
Additions			
Not formerly with the Firm			2.2
Non-Equity Ptrs from Your Firm			2.2
Reductions			
Retirements			0.6
Terminations or Withdrawals			2.3
Non-Equity Partners			
Additions			
Not formerly with the Firm			3.8
Equity Ptrs from Your Firm			1.4
Reductions			
Retirements		‡	0.4
Terminations or Withdrawals			3.2
All Partners			
Additions			
Not formerly with the Firm			5.6
Partner Reductions			
Retirements			1.2
Terminations or Withdrawals			5.0

¹ Stated as a percentage of average number of Partners.

[^] Membership on this page includes only those participants that submitted partner turnover data.

^{**} omitted due to insufficient data; [‡] less than 75% population response

2016 BRASS+ INITIAL RELEASE - PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (42 members[^])

Partner Admission Policies

1. The 'typical' progression of an Associate/Sr. Attorney to Equity Partner status:

- a. Must be admitted as a 'Non-Equity' Partner prior to admission to Equity Partner
- b. In most cases admitted as a 'Non-Equity' Partner prior to Equity Partner status (*exceptions exist*)
- c. Directly to Equity Partner status

2. The Firm has an alternative (*non-partner*) career path for an Associate/Sr. Attorney:

- a. Yes, it is a formal policy allowing Associates/Sr. Attorneys to stay with the Firm without becoming a Partner
- b. Yes, but it is not formalized and is permissible only to 'select' Associates/Sr. Attorneys
- c. No, it is strictly an 'up or out' progression

3. The 'typical' admission to Equity Partner status for lateral-hire partners (or of similar status in-house):

- a. Must be admitted as a 'Non-Equity' Partner prior to Equity Partner status
- b. In most cases, admitted as a 'Non-Equity' Partner prior to Equity Partner status (*exceptions exist*)
- c. Hired on a contractual basis for a designated period of time
- d. Directly to Equity Partner status

Your Firm (designated with an X)	# of Responses	% of Grp. Resp. - Yes
	27	33.3
		51.9
		14.8
	27	
		33.3
		51.9
		0.0
	25	
		8.0
		32.0
		8.0
		40.0

4. Typical number of years as a 'Non-Equity' Partner before Equity Partner admission:

5. Typical number of years as an Associate/Sr. Attorney before Equity Partner admission:

6. Typical number of years that an Associate/Sr. Attorney becomes 'off-track' and transitions to an alternative career path:

7. Typical number of years as Lateral 'Non-Equity' Partner or Contract Partner before Equity Partner:

Your Firm	Group Median	1 st Quartile	3 rd Quartile
‡	4.0	4.3	2.8
‡	10.0	**	**
‡	2.0	10.0	7.3
‡	2.0	4.0	4.0

[^] Membership on this page includes only those participants that submitted partner related data.

** omitted due to insufficient data; ‡ less than 75% population response

2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (42 members[^])

Equity Partner Compensation Policies

1. The type of Compensation System at the firm:

- a. Pure lockstep (*combination formula*)
- b. Partial lockstep (*subjective*)
- c. Non-lockstep

2. The Compensation System transparency type:

- a. Open system
- b. Closed system
- c. Partially open system

3. The three most significant factors impacting Equity Partner Compensation:

- a. Originations
- b. Realization
- c. Revenue
- d. Billable hours
- e. Non-billable hours
- f. Business development
- g. Good citizenship
- h. Management responsibility
- i. Seniority
- j. Profit margin
- k. Quality of lawyering

Your Firm (designated with an X)	# of Responses	% of Grp. Resp. - Yes
‡	26	0.0
‡		11.5
‡		84.6
‡	26	50.0
‡		23.1
‡		26.9
‡	20	75.0
‡	15	20.0
‡	4	75.0
‡	15	65.0
‡	13	25.0
‡	5	15.0
‡	3	5.0
‡	1	5.0

Treatment of Non-Equity Partners

1. Percentage of Non-Equity Partners who are eligible for promotion to Equity status

2. Percentage of Non-Equity Partners who contribute capital

3. Percentage of Non-Equity Partners who have voting privileges

Your Firm	Group Median	1 st Quartile	3 rd Quartile
‡	100.0%	100.0%	56.3%
‡	0.0%	100.0%	0.0%
‡	25.0%	100.0%	0.0%

[^] Membership on this page includes only those participants that submitted partner benefits related data.

** omitted due to insufficient data; ‡ less than 75% population response

2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (42 members[^])

Equity Partner Retirement Information

1. The firm has a mandatory retirement policy:

- a. Yes, and there are no exceptions
- b. Yes, but there are allowable exceptions
- c. Yes, the Equity Partner must have a change in status (e.g., *Non-Equity Partner, Of Counsel Attorney*)
- d. No, we removed or abandoned the mandatory policy
- e. No, we never had a mandatory retirement policy

2. The age your firm requires partners to leave the firm is:

(Firms responding to 1a and 1b)

- a. < 60
- b. 60 - 63
- c. 64 - 67
- d. 68 - 71
- e. 72 - 75
- f. > 75

3. The firm has a transition phase prior to retiring from the firm:

4. The age your firm typically begins the transition phase:

(Firms responding 'Yes' to 3)

- a. < 55
- b. 55 - 60
- c. 61 - 65
- d. 66 - 70
- e. > 70

5. The firm provides the following type of support for partners who retire:

- a. Qualified defined benefit plan (*including cash balance plans*)
- b. Non-qualified or unfunded retirement plan
- c. Qualified defined contribution plan (*401k*)
- d. Post-retirement healthcare benefits
- e. Payments for performing client services after retirement
- f. Office space
- g. Secretary or administrative staff services
- h. Bar dues
- i. None

Your Firm (designated with an X)	# of Responses	% of Grp. Resp. - Yes
‡	28	0.0
		25.0
		17.9
		32.1
		25.0
‡	11	
		63.6
		36.4
‡	25	52.0
‡	10	
		60.0
		40.0
‡	26	
	17	65.4
	11	42.3
	13	50.0
	12	46.2
	11	42.3
	15	57.7
	14	53.8
	5	19.2

[^] Membership on this page includes only those participants that submitted partner benefits related data.

** omitted due to insufficient data; ‡ less than 75% population response

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Equity Partner Retirement Information (continued)

6. Provide benefits through a qualified defined benefit plan:

(Firms responding 'Yes' to 5a)

- a. A new plan with no previous qualified defined benefit plans
- b. A replacement plan to a previously terminated qualified defined benefit plan
- c. A conversion of a previous qualified defined benefit plan

7. Different types of qualified defined benefit plan offered:

(Firms responding 'Yes' to 5a)

- a. Cash Balance Plan
- b. Final Average or Career Average Pay Plan
- c. Pension Equity Plan
- d. Variable Annuity Plan

8. Interest credit basis used on Cash Balance Plan:

(Firms responding to 7a)

- a. Fixed Income Based (e.g., fixed return or 30 year Treasury rate)
- b. Equity Based (e.g., S&P 500 index)
- c. Return on actual plan assets

9. Any adjustments or other limitations imposed on the interest credit basis:

(Firms responding to 7a)

10. To the extent your firm sponsors a qualified defined benefit plan (including cash balance plans), the average amount deductible contribution that each Equity Partner is making while active is:

- a. Minimum amount
- b. Average amount (for all partners who contribute)
- c. Maximum amount

11. Partners have a desire to make larger deferrals:

12. Plan permit in-service distributions after attaining the plan's normal retirement age:

Your Firm (designated with an X)	# of Responses	% of Grp. Resp. - Yes
†	16	
†		43.8
†		43.8
†		0.0
†	17	
†		94.1
†		5.9
†		0.0
†		0.0
†	15	
†		26.7
†		0.0
†		73.3
†	15	46.7

Your Firm	Group	
1 st Quartile	Median	3 rd Quartile
†	\$18,050	\$4,750
†	85,406	76,450
†	270,225	182,500
†		105,500

Your Firm (designated with an X)	# of Responses	% of Grp. Resp. - Yes
†	14	64.3
†	16	93.8

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New Partner Capital Buy-In

1. Initial Buy-In is:

- a. A one-time contribution based on a fixed amount
- b. A one-time contribution based on points
- c. Over a defined time period and is based on a fixed amount
- d. Over an undefined time period and is based on a fixed amount
- e. Over a defined time period and is based on partner tenure or points
- f. No contribution is required
- g. Other

2. Funding of Initial Buy-in:

- a. The firm has a bank arrangement to finance at favorable rates
- b. Partners expected to raise the funds independently
- c. The firm has an established deferred payment program
- d. The firm has a deferred forgiveness program

3. Amount of Initial Capital Contribution is:

- a. Formula based on the modified-cash basis value of the firm
- b. Formula based on the accrual basis value of the firm
(e.g., including WIP and A/R)
- c. Formula based on first-year earnings
- d. Formula based on current and/or anticipated earnings
- e. Formula based on fixed point value (may include other factors, e.g., partner tenure)
- f. Fixed dollar amount
- g. No contribution is required
- h. Other

4. If Initial Buy-In is over a defined time period, what is the number of years to be fully contributed?

		Lateral Partners		Organic Partners	
Your Firm	# of Resp.	% of Group Resp.	Your Firm	# of Resp.	% of Group Resp.
‡	22		‡	22	
	7	31.8		5	22.7
	9	40.9		8	36.4
	2	9.1		4	18.2
	2	9.1		3	13.6
	2	9.1		2	9.1
	4	18.2		4	18.2
‡	20		‡	20	
	17	85.0		16	80.0
	7	35.0		7	35.0
	3	15.0		4	20.0
‡	21		‡	21	
	1	4.8		1	4.8
	6	28.6		6	28.6
	6	28.6		6	28.6
	5	23.8		5	23.8
	2	9.5		2	9.5
	5	23.8		1	4.8
				4	19.0
Your Firm	# of Resp.	Median	Your Firm	# of Resp.	Median
	**	**		**	**

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